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A DARTNELL HANDBOOK

for

SALES

and

ADVERTISING EXECUTIVES

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Office Manager's Handbook
Public Relations Handbook
Sales Manager's Handbook

The Dartnell Services

Dartnell Office Administration Service
Dartnell Sales and Marketing Service

THE DARTNELL

SALES

PROMOTION

HANDBOOK

Editors . . .

John Cameron Aspley

Ovid Riso

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FOREWORD

Fifth Edition

IN THE first DARTNELL SALES MANAGER'S HANDBOOK, edited more than 30 years ago by JOHN CAMERON ASPLEY, founder-president of Dartnell and former chairman of the board, the subject of sales promotion was treated as a function of sales management. However, within a decade, sales promotion had become so advanced and ramified that it had outgrown the confines of a single chapter and warranted a book in its own right.

The rate of growth of sales promotion activities has continued to accelerate, to the point where new media—especially television—and new methods of presentation through older media, combined with an ever-growing audience of more sophisticated consumers, have demanded a new type of practitioner: the sales promotion expert.

Ever increasingly, sales managers and other sales executives are dependent for guidance in their advertising and other promotional techniques on a different set of abilities than those required for sales planning and administration. In those companies where the sales manager wears the hat of sales-promotion executive as well, he must add to his sales-managerial ability an increasingly complex and varied vocabulary and set of talents in the sales-promotion field.

The increasing complexity of modern marketing calls for ever new and different approaches to sales promotion, as a supplement to such managerial activities as recruiting and selecting salesmen, market analysis, developing and managing territories, devising compensation plans, and the myriad other activities that concern the sales manager.

Thus, this SALES PROMOTION HANDBOOK, whether it is to be used by one sales executive who "doubles in brass" or by a specialist in sales promotion, is both a companion and

a supplement to the SALES MANAGER'S HANDBOOK. For, just as the sales manager must today understand, if not execute, the operations of sales promotion, the sales-promotion executive can work most effectively only if he has a ready understanding of sales-management problems as well.

When, in 1917, Mr. Aspley organized the company which has since become The Dartnell Corporation, he prepared a memorandum in which he set forth the policy which has guided Dartnell ever since. An understanding of this policy should be helpful in deriving the greatest usefulness from this HANDBOOK:

"We are a clearinghouse for information, not a manufacturer of plans, notions, and opinions. This is an important distinction to bear in mind. Other publishers will bring out textbooks by authors who theorize on how a job should be done, and there is an important place for such books. We, however, will operate as an experience exchange, securing information from various sources on what they do, how they do it, and the results they obtain, and passing this information on to our readers. Every Dartnell editor must keep before him always the basic operating principle that we are reporters, not originators."

In preparing the current edition of this HANDBOOK, Dartnell editors wish to reaffirm this principle, which guided Mr. Aspley in the writing of the original edition. A book such as this does not presume to tell the reader *what to do*; it tells him *what has been done*—the unsuccessful as well as the successful—so that he may set his course with due regard to the hidden reefs as well as to the helpful currents.

It is also important to bear in mind, in consulting this HANDBOOK, that styles, trends, and fads in sales promotion come and go, and a plan which succeeded greatly a generation ago may fail utterly tomorrow. The reverse, of course, is equally to be kept in mind—witness the flourishing, death, and revival of the savings-stamp plans.

Premium plans and promotions have, likewise, waxed and waned, and the plans that flopped miserably for the ABC Company last year may be just the thing that the

XYZ Company needs this year—the necessary changes, of course, being made.

Finally, like all Dartnell HANDBOOKS, this volume is intended as a desk-reference book—a book to be consulted as the need arises. It has, therefore, reproduced details that are not intended for “light summer reading,” but to give the sales-promotion practitioner all the information he may need to evaluate the probable success of a promotion in his own operations, and to develop the plan if and when it seems to be adaptable or adoptable.

Comments and criticisms from readers are always welcome, and will be gratefully received, promptly acknowledged, and carefully considered.

THE PUBLISHERS

THE EDITORS

THIS HANDBOOK, like its companion the SALES MANAGER'S HANDBOOK, was first compiled by J. C. Aspley. Mr. Aspley, former chairman of the Dartnell board of directors, was president of The Dartnell Corporation from its founding, in 1917, until his retirement in 1959. Previously, he was a member of the editorial staff of *Printers' Ink* and subsequently an editor of that publication. He was also associated with Swift & Company and the Addressograph Company in sales and public relations capacities. He has been a member of the public relations committee of the board of managers of the Young Men's Christian Association of Metropolitan Chicago.

Mr. Aspley was also founder-publisher of *Sales Management*, *American Business*, *Industrial Relations*, and other national periodicals.

The present revision was edited by Ovid Riso, advertising consultant and former advertising and sales promotion manager of the Philco Corporation, International Division. Previously, Mr. Riso was advertising manager of RCA International, manager of the international division of Young & Rubicam, and a staff editor of McGraw-Hill Publishing Company. He is editor of *Poor Richard's Almanack*, monthly publication of the Poor Richard Club of Philadelphia; a director of the Philadelphia chapter of the International Advertising Association, former vice-president of the Philadelphia chapter of the Public Relations Society of America, and member of the U. S. Regional Export Expansion Council.

Special acknowledgment is due to the several hundred sales management and sales promotion executives who have generously contributed the details of their promotional activities. It is, in the final analysis, the cooperation of such contributors that enables such a book to become a reality.

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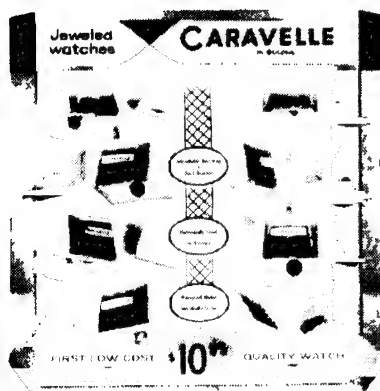
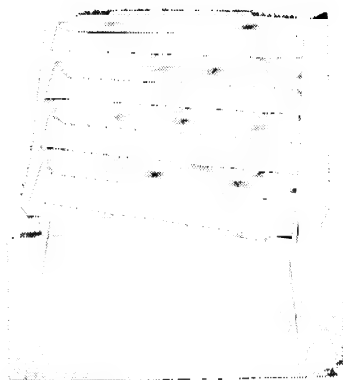
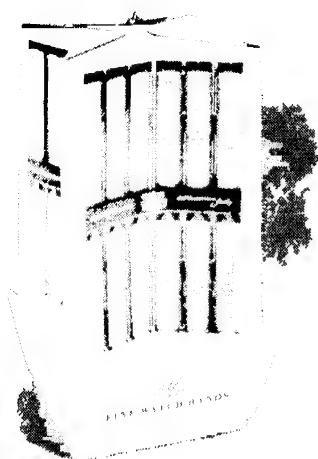
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I N D E X

SALES PROMOTION . . .

Those sales activities that supplement both personal selling and advertising, coordinate them, and help to make them effective, such as displays, shows and expositions, demonstrations, and other nonrecurrent selling efforts not in the ordinary routine.

U. S. Committee on Economic Development



Sales promotion brings people to the retail store. That's the climactic point in any consumer goods promotional campaign. It's where the sales promotion manager gets his final chance to help the dealer make the sale through effective store displays. Here are some excellent examples of good store merchandisers selected for awards by the Point-of-Purchase Advertising Institute.

PART 1

**THE
RESPONSIBILITIES
OF
SALES
PROMOTION**

SALES PROMOTION TODAY

DURING a business recession some years ago, the chairman of the Federal Reserve Board, Thomas B. McCabe, was being interviewed at a press conference. A newsman asked Mr. McCabe what was wrong with our economy, and received the answer: "There is nothing wrong with the American economy that effective sales promotion won't cure."

Mr. McCabe's reply was based on his experience as president of the Scott Paper Company, from which he was on leave. He had seen that company's promotional program pull its sales and profits to an alltime high at a time when many other companies were retrenching "because of the recession." He knew whereof he spoke!

Mr. McCabe's statement is important because it places sales promotion in a new light with the American public. In the past, sales promotion was regarded as a not-too-important branch of advertising. It was something you did to buck up sales when the ordinary methods failed to produce the needed volume. It has since proved to fill a role of basic importance in our system of mass selling and mass production. While we all can agree that our system offers the surest road to higher standards of living for all our people, we also recognize that mass production cannot make its largest contribution to the national well-being unless a way is found to level off the peaks and valleys of seasonal employment.

To that end, some unions have obtained contracts in effect guaranteeing industrial workers a minimum annual wage. "If private enterprise cannot solve this problem," some union leaders have said, "then the workers will have to march to the polls and vote into office candidates pledged to the guaranteed annual wage and progressive state capitalism." To back up the threat, the union high command has proceeded to raise, through member assessments, a political action fund of millions of dollars.

But the problem of full employment in a free economy is not a simple political problem, nor can it be solved by political action. Ensuring that people can work at their jobs the year around, without seasonal shut-downs and layoffs, is a sales problem. And it will be solved, in a measure at least, by a better use of those forces which influence the buying habits of our people. Not the least of these is advertising and sales promotion.

A Decade of Opportunity: In an address before the Philadelphia Marketing Conference of the Association of Industrial Advertisers, Arno H. Johnson, vice-president and senior economist of J. Walter Thompson Company, said:

"The framework of American markets in 1975 is being shaped right now by the rapid and dynamic changes so evident in the whole social and economic structure in the United States, as well as in other areas of the free world. Indications are that these changes will accelerate in the next decade and that there will be an opportunity for a major surge upward, world-wide, in consumer standards of living and in the levels of education, as productivity per capita mounts.

"Businessmen and marketing men in particular should be aware of these trends since it is the consumer and the potential upgrading of his standard of living that is fast becoming the real key to economic growth.

"There has been a deteriorating relationship between investment in creating consumer demand (i.e., advertising and public relations efforts) and the growth of investment in new plant and equipment. Hence, consumer demand has not been growing as rapidly as it should to keep up with the expansion of productive capacity or production efficiency implied by new plant and equipment expenditures.

"This rapidly increasing capacity to produce and the rapidly growing pressure for employment should revolutionize our ideas of needed growth in consumer demand, and the amount of investment in public relations, advertising and selling effort needed to educate, encourage, and stimulate that consumer demand."

All this is by way of saying that (barring war), marketing and its essential ingredient, sales promotion, will play an ever-increasingly important role on the economic stage of the country in the next 10 years.

The Role of Promotion: Any discussion of sales promotion, its practices, applications, principles and techniques, must necessarily start with its role in the over-all marketing structure,

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whether in the institutional, service, industrial, or consumer fields.

The fate of any company obviously depends on its marketing policies and how efficiently they are carried out.

Management is a question of efficient executive personnel; production is controllable and predetermined; both rest and depend heavily on successful marketing. Without sales, naturally, nothing else matters.

How can a company be sure, or at least have some indication, that its marketing policies are well-directed?

In manufacturing, the engineers have their slide rules, the factory people know exactly how many units to produce, the purchasing agents know precisely how many components to buy, but who will tell marketing groups how many they will sell?

Increasingly, most companies and their advertising agencies are conducting intensive market research studies to determine consumer needs and preferences.

The A. C. Nielsen Company of Chicago states:

"Companies selling through retail outlets today face distribution problems that are increasingly complex . . . and competition that grows constantly keener. So the advertising and promotional appropriations must work with greater efficiency than ever before. Both the product and its production schedules must be even more closely geared to changes in consumer preference and consumer demand.

"Ineffective marketing methods can cause substantial losses—or even extinction in today's marketplace. For these reasons, men who make marketing decisions want to make them with facts—accurate facts—at their disposal."

Nielsen provides a variety of services now widely used to market goods more efficiently. The Nielsen Retail Index provides continuous factual marketing data on foods, drugs, pharmaceuticals, toiletries, cosmetics, confectionery, tobacco, photographic and other products. This type of Nielsen service, rendered in 15 countries on three continents, is used on a continuous basis by over 700 manufacturers.

Another company which provides several market research services is Burgoyne Index, Inc., Cincinnati. Its services include:

Measurements of consumer sales by product category through retail outlets including grocery, drug, discount, department, hardware, variety, etc., in over 100 U. S. markets. In addition, Burgoyne provides distribution and observation checks in any U. S. market. Consumer studies with nationwide interviewing

facilities through personal, telephone or mail techniques; specialize in custom-tailored in-store interviewing techniques. Specialized marketing research is available for specific client problems; also statistical analyses and data processing.

One well-known company which provides "custom" research services to "help management achieve sales and communications goals" is Gallup & Robinson, Inc. Other firms specialize in specific fields such as publication readership, political problems, industry-wide surveys.

Sales Promotion Defined: In its broadest sense, sales promotion includes all those functions which have to do with the marketing of a product or the promotion of a service—personal selling, advertising, displays, exhibitions, and all other activities designed to increase sales and expand the market.

In point of fact, sales promotion differs from advertising only in terminology; advertising is a form of sales promotion and sales promotion is a form of advertising. Yet there is a convenience in making a distinction even where no great difference exists, in that sales promotion is a somewhat broader term.

The advertising manager of a large manufacturing company defined these terms as follows:

"Sales promotion moves the product toward the buyer, while advertising moves the buyer toward the product."

An executive of a retail chain-store organization has called sales promotion "merchandising the advertising."

It is significant of the difficulties of definition to note that some companies use the title "Manager of Advertising and Sales Promotion," while others reverse the words to read "Manager of Sales Promotion and Advertising."

The Committee on Definitions of the American Marketing Association offers the following definition:

SALES PROMOTION:

1. In a specific sense, those sales activities that supplement both personal selling and advertising and coordinate them and help to make them effective, such as displays, shows and expositions, demonstrations, and other nonrecurrent selling efforts not in the ordinary routine.
2. In a general sense, sales promotion includes personal selling, advertising, and supplementary selling activities.

This definition, while good, puts emphasis on sales promotion as a nonrecurrent selling effort. Most sales managers agree that the great weakness of sales promotion in business today is the "campaign" psychology which surrounds it. Sales promotion is no different from any other form of selling; it requires a continu-

SALES PROMOTION HANDBOOK

ing effort, for it has been amply demonstrated that "shot in the arm" techniques leave much to be desired. Then, too, the illustrations used in the definition belittle the function. There is a too-evident desire to subordinate sales promotion to advertising, when the trend is the other way, and advertising is being subordinated to sales promotion. While it is true advertising usually involves a larger expenditure of money, modern usage of the term tends to regard trade, consumer, and industrial advertising as a part of the over-all sales promotional program. We have so



Well-planned sales promotion lowers sales costs by increasing sales volume through the multiplication of sales effort and the continuing expansion of markets.

considered it in planning this **HANDBOOK**. For regardless of whether sales promotion is to be the tail that wags advertising, or advertising the tail that wags sales promotion, prevailing practice combines the two functions, at least so far as production is concerned.

Increased Importance of Sales Promotion: The advent of executives with large staffs concentrating on promotional activities exclusively has attracted attention to the growth of sales promotion as a marketing tool, and to the special skills which are necessary to the successful execution of promotional programs on the modern scale.

Advertising agencies, largely concerned with traditional media, are no longer neglecting sales promotion, either. Many industrial agencies, for example, devote much of their time and attention to the design and production of what is usually described by the catchall term of "collateral," including not only such printed materials as catalogs, brochures, and direct mail, but also shows and exhibits, motion pictures, and other audio-visual aids. They encompass, in fact, a wide variety of promotions which are intended to trigger action on the part of selected and qualified prospects.

Many large agencies, such as J. Walter Thompson, have been noted for years for their extensive activities in direct mail. Thompson has directed this end of Ford Motor's promotional program, and it is a huge operation, including most of the car owners of America in its scope. So many agencies have been developing along sales promotion lines, in fact, that they have organized The Sales Promotion Executives Association.

Sales Promotion as a Customer Service: Sales promotion is actually a service to the customer. It is designed to help him buy. Thus we find an astute merchandiser like the Scott Paper Company planning its principal sales promotional efforts: (1) To help industrial users of its products to plan washrooms; and (2) to help the retailer who sells Scott paper products to do a more effective merchandising job, not alone on Scott products, but on everything sold in the store.

The purpose of sales promotion is to increase sales; the corollary of this is that it also tends to reduce the costs of distribution by expanding markets. This is evidenced by the experience of colonial America. In those days most products were imported from England and other countries. As these products found

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wider markets, local production of the same products started and prices were reduced.

If the promotion of sales is regarded as a means of helping customers sell more of our products, or making better use of our products, the function becomes more constructive and, on the theory that those who serve best profit most, eventually becomes more profitable. That is why some companies approach sales promotion from the customer angle, rather than as just another way to sell. They designate the department or the operation as the "Customers' Service Department," "Merchant's Service Department," "Washroom Advisory Service," etc. One important manufacturer has gone so far as to group advertising, sales promotion, publicity, and personal sales under a vice president in charge of "Customer Relations." When a customer receives a communication or a proposal from a department of the business which, its name implies, was set up to help him become more successful, his reaction is decidedly favorable; and his feeling toward the company is more kindly.

This distinction is important because sales promotion is not so much a department of the business as it is a concept of doing business. In any successful business which depends upon selling, everyone should be a sales promoter. The aim of sound sales promotion, therefore, extends beyond the mere stimulation of sales to making everyone in the organization sales-conscious.

Beginnings of Sales Promotion: Perhaps the earliest form of sales promotion was handling the inquiries which came in as a result of the company's advertising. It became the job of someone in the organization to answer such inquiries, send out the proper printed matter, and then forward the inquiries with the essential information to the salesman in the territory to follow up and sell. This is still the principal function of a great many sales promotion departments.

Then it was found that a great opportunity for increased sales existed in the inactive accounts on the ledgers. Many of these were not serviced by salesmen for one reason or another. So the man who handled the inquiries also took on the job of following up the inactive accounts. This required the preparation of special promotional literature, such as explaining the application of an office device to various types of business, or specific uses of a product to meet certain situations. With the realization that the sales organization could do its job better if the way were paved with educational literature and buying helps, sales promotion was broadened to include a wide variety of special projects

mainly designed to expand existing markets or uncover new ones.

One of the earliest "indirect" sales promotions was the "Merchant's Service Department" of the National Cash Register Company. It was in 1895 when John H. Patterson, founder of that enterprise and "daddy" of modern sales management, concluded his sales agents, while doing very well selling cash registers to new prospects, were overlooking the potential business from merchants who had already bought cash registers. It occurred to Mr. Patterson that if he could in some way help these merchants to become more successful they would soon need more and better cash registers to handle their increased business. This was the job originally given to the N.C.R. Merchant's Service Department, which became a vitally important factor in the future operations of that company, through offering counsel to store managers on all phases of store management.

Reading Material Is Not Enough: Among the earlier ways to promote sales through dealers were: Getting out "correspondence" courses for retail clerks, demonstrating the folly of price cutting by furnishing dealers with ready-made accounting systems, and issuing house organs containing assorted merchandising helps and ideas. While these methods were usually well received, they soon came up against the unfortunate fact that the average businessman is not a reader. He is either "too busy" to read or he just doesn't believe you can learn anything about storekeeping from books. Millions of dollars were wasted on this type of sales promotion before management learned, the hard way, that any promotional program which depended upon reading and study by customers or, for that matter, by salesmen had a tough row to hoe. Something more than something to read is needed.

Experience of Butler Brothers: Going to the other extreme, but still determined to get dealers to do a better point-of-sale promotional job, some large wholesale houses as far back as 1910 employed "promoters" to work with dealers in the field. Their job was to *show* merchants how to increase sales by better store arrangement, better display of merchandise, and new schemes to increase store traffic. Butler Brothers, at that time a Chicago wholesale house selling almost entirely by mail, capitalized on the fact it employed no salesmen. Butler's merchandising men got the business by persuading dealers to put on special promotions, which automatically required the purchase of merchandise. These servicemen took no orders. But they spread plenty of buy-

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ing ideas around. Even today, under new management, Butler Brothers depends a great deal upon "packaged" promotions built around special merchandise assortments. An especially effective Butler promotion is its "Items of the Month" plan. Dealers agree to order out a certain amount of these items, sometimes buying sight unseen, so that Butler's procurement division can buy to best advantage and in quantities sufficiently large to enable the dealer to use the item as a traffic builder for the coming month. For example, one month the "Item of the Month" was a plastic raincoat, which was offered at \$15.00 a dozen, to retail at \$1.98. With the shipment each dealer received promotional materials, such as window stickers, newspaper mats, etc., which he used to point up the sale. Butler representatives were provided with a sound-slidefilm, "Playing the Winners," to show to groups of dealers to enlist their support for the plan.

Today, promotional "deals" are the vogue, particularly when a new line is introduced. Deals are used especially in the home appliance industry. These may take the form of carload allowances, advertising credits, free display material or "bakers' dozen" deals (in which the dealer receives one product free for every 12 he buys).

To comply with Federal Trade Commission regulations, these deals must be made available to all dealers, at the same time, on the same basis. As a result of these legal requirements most promotions involving special price discount, free merchandise, or prizes of any kind, come under the eagle eye of the corporation's legal department.

Sales Penetration: As the tempo of competitive selling increases, the need of covering all factors in the sale grows apace. Consumer advertising can and usually does do an important market-conditioning job, thus making it easier for the salesman and the dealer (if distribution is through that channel) to sell the product. But the influence of advertising is limited. Not all the people whom you hope to influence read advertisements, listen to radio broadcasts, or have television receivers. They may not even observe outdoor bulletins. Yet in many instances it is most important to the eventual success of a distribution program, to make sure that every buying factor is covered, and the more important factors *thoroughly* covered.

This is a "sharpshooting" undertaking which can usually be best done by sales promotional techniques, including selective (direct mail) advertising, trade shows, demonstrations, and service promotions. It is especially important in negotiated selling,

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but it becomes essential in all types of selling when there is keen competition for the customer's dollar. For example, in selling a product not presently carried by department stores it is necessary to get the story across to: (1) The store owner or manager; (2) the section merchandising man; (3) the department buyer and (perhaps) the manager of store promotions. Since it is improbable these executives will act until they observe some evidence of consumer demand, local advertising, either direct or through the store, may be required. It could be, as some advertising agents like to think, that high-powered general advertising will give a manufacturer all the penetration needed, but with advertising costs where they are, it is too expensive for most marketing operations.

One company's program serves to illustrate the importance which some sales executives attach to promotional penetration: "We have more than doubled our advertising in trade publications, to at least partially sell the dealer before the salesman calls. We are currently using two weeklies, one bimonthly, and two monthly trade papers, which are the five with the largest circulations, and, we think, with the most constant readership.

"We have stepped up the tempo of our direct-mail campaign to dealers. We now have a weekly mailing to 22,000 dealers, consisting of solicitations for business on unadvertised items, institutional copy, and reprints of all our trade-paper ads.

"We have more than doubled the number of point-of-sale pieces developed, and more than doubled the quantity prepared of each. They are all distributed to our dealers free of charge. We have quadrupled the amount of printed material that we supply to our dealers without charge, to be used as envelope stuffers, or for distribution in the stores."

The promotion program of a leading television manufacturer likewise concentrates on dealer penetration: "At the dealer level," an official of that company said, "we are putting into effect a merchandising type of advertising, which is the type of selling copy producing greater volume sales during the current buying season, as well as in preparation of proportionately greater sales in the new year to follow. This, also, is further supplemented by additional effort which is now being made in the development of a dealer 'awareness' in the effective use of window displays, local representation in community publications, participation in all advertising of a pamphlet nature edited by social clubs and other organizations, etc.

"In addition to these items, a great deal of emphasis is being

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placed upon the development of a stronger and more loyal dealer organization which is prompted by a greater interest in the coordination of all affairs pertaining to the distributor-dealer chain of relationship. Further, we are conducting a greater number of the type of dealer meetings which provides each attending member with the most current and advanced sales analysis, sales promotion, and sales administrative programs, which are interpreted as accurately as possible as they pertain to the tangible problems of our retail outlets."

Sales Promotion Grows Up: A very important development in sales promotion has been in the selling of "big-ticket" merchandise, such as household appliances, and in working with wholesalers' distributors to make them a more effective part of the over-all sales program. In fact, one of the significant developments in sales promotion is the outstanding success of manufacturers, such as the Armstrong Cork Company, in getting wholesale distributors to take over an increasingly larger part of the sales promotional job.

In the case of companies selling through established dealers, where the unit of sale is large enough to justify the expense, most current promotional projects are aimed at helping dealers to rebuild and expand their outside sales organizations, on the theory that as competition deepens, an increasingly larger share of a dealer's volume must be obtained by ringing doorbells.

With that thought in mind, one company selling home appliances through public utilities retained the services of The McMurry Company, even before appliances were in good supply, to develop a "packaged" sales recruitment and selection program for gas appliance dealers. It was offered to the industry in cooperation with the American Gas Association. The purpose of the program was twofold: (1) To help dealers to recruit salesmen qualified to successfully sell gas appliances; and (2) to eliminate, so far as possible, the turnover of salesmen in dealers' organizations through more careful selection. Unlike most selection programs, Dr. McMurry placed emphasis on the interview rather than upon so-called psychological tests. He endeavored to bring out information about the applicant which would permit measuring his qualifications. From these interviews the dealer can determine to what extent the applicant has exhibited possession of those nine traits which investigation established as being necessary to ensure success in selling gas appliances, namely: (1) Stability, (2) industry, (3) ambition,

(4) ability to get along with others, (5) loyalty, (6) perseverance, (7) maturity, (8) leadership, (9) motivation.

The program was well received by the industry and proved invaluable in assisting retail dealers to maintain sales under the competitive conditions which came after the pent-up demands for appliances were filled. The project was noteworthy in that it came to grips with the problem faced by every dealer handling products which depend upon creative salesmanship for a market—*manpower*. Few dealers know where to get good salesmen, how to select them, or how to train them. As a result they do not have the manpower to make the most of the franchise they hold. This underselling not only limits the dealer's earnings but, just as certainly, restricts the manufacturer's profits from the territory.

Another example of a "grass roots" promotion now in vogue was the driver selection and training program offered to operators of truck fleets by The White Motor Company. As is true of so many manufacturers White's largest potential market was among users of White trucks. The key to that market is customer satisfaction, and, in the case of motor trucks, customer satisfaction depends upon the performance of the truck under varying conditions. Satisfactory performance, however, involves more than the truck itself, for no matter how well engineered and built a truck may be, it will not show a low operating cost unless it is driven by men who have natural aptitude for the work and who know how to get the best out of it. So White developed, and offered to fleet operators, regardless of the make of trucks they were presently using, a streamlined program for: (1) Selecting drivers having natural aptitude for the work, and (2) training them to care for the trucks so as to avoid break-downs and needless maintenance expense. As a result of this farsighted promotional activity, fleet operators were able to control costs at a time when operating expenses were out of hand, and thousands of drivers of White trucks enjoyed greater job satisfaction by virtue of the experience they shared through White's *Driver's Manual*, and the training program built around it.

It will be noted in both of the foregoing cases, typical of the many promotional programs now current, they are not designed so much to promote the sale of one product over competitive products, but to help dealers or users, as the case may be, to better profit from the customer relationship. It is this characteristic which makes modern sales promotion effective. Dealers who are only mildly interested in devices which promote the sale of one product on their shelves, at the expense of another,

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respond favorably to a promotion aimed at helping them to correct basic weaknesses in their business operations. By helping to make them more successful, the manufacturer automatically ensures his own success, which is another way of saying that the type of sales promotion that we have today is in fact profit insurance. It is creative selling at its best. It is rapidly taking the place of high-pressure selling which seeks only to appropriate business which someone else has created. It thus serves society and the industry, as well as the individual manufacturer and distributor.

Kroger's Philosophy of Sales Promotion: One of the outstanding sales promotional activities is that of The Kroger Company, operating a national chain of food stores. One reason for the effectiveness of Kroger sales promotion is the philosophy behind it. This philosophy is summed up in a vest-pocket expeditor card supplied to every Kroger employee who has anything whatever to do with distribution:

1. Create the *value*.
2. Plan distribution so the product is a *value* at the point of sale and at the point of use.
3. Present the value to the organization and to the customer.
4. Follow through to maintain the value at point of sale and point of use to continue successful sales.

It will be observed that the Kroger philosophy is a two-way proposition. It includes "selling" the value to: (1) The organization, and (2) to the customer. This is a too-little-appreciated responsibility of good promotion. It too often begins and ends with "selling" the customer.

On this point, Steven A. Douglas, director of sales promotion for the Kroger stores, says: "We think of sales promotion as a concept rather than a department of the business. We sell everyone on our company, its policies, and its products just as hard as we can, and usually before we sell the consumer. We never expect any employee to promote or sell anything by instruction or by direction. We *sell him* on the product or the idea first, and arouse his enthusiastic desire to in turn sell 'Mrs. Smith,' as we refer to the customer in all our promotions. This 'sell the man who sells the customer' idea is carried through all our promotions. Ours is a highly competitive industry and we believe that our success during the coming years will require the same accent on real *value*, well distributed and with careful follow-

through, that successful selling has always required, *only more of it.*"

To implement this philosophy Kroger utilizes every known promotional tool, depending to a larger extent than is true of most merchandising organizations upon dramatizing values. For example, one successful promotion was centered around a carefully worked out skit which was put on by every branch. called "The Greatest Value Show on Earth." It had a showboat theme and staging.

A philosophy of sales promotion which has stood up many years, and is as sound today as it was 30 years ago, was developed by the late William H. Ingersoll of dollar watch fame. According to Philip S. Salisbury, editor of *Sales Management Magazine* and one time sales promotion manager for Ingersoll watches, it was about like this:

1. A good product.
2. Priced right to the public.
3. Made easily available.
4. Well and consistently advertised.
5. Good store identification.
6. Dealers who know *how* to sell.
7. Dealers who *want* to sell it.

The Danger of Half-Baked Surveys: It is to the credit of sales promotion and advertising men that they are placing more dependence on hard facts, and less on hunches, in planning promotions. But, as in most selling methods, there is a danger that too much reliance may be placed on inconclusive or inadequate surveys. Just as a little knowledge can be a dangerous thing, so too small a sample when it comes to making a survey can be equally dangerous. In that connection a sales promotion executive with General Motors Corporation offers the following suggestions regarding direct-mail surveys:

Never try to appraise the results of a survey without first studying the questionnaire—with special reference to such points as the following:

1. Was the questionnaire skillfully developed?
2. Were the questions easy to understand—with a minimum chance of being misunderstood?
3. Are the questions properly arranged?—consider not only the construction and arrangement of each individual question, but
4. Is the sequence or continuity such as to avoid confusion and facilitate the respondent's "flow of thought"?
5. Are questions or similar items asked the same way?—especially important as regards any series of items where the answers are to be compared on a *relative* basis.

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6. Do the questions cover the subject adequately?
7. Do they afford the opportunity for the respondent to give any kind of answer that may reflect his individual reaction?
8. Does the questionnaire provide for all the data that will be needed for an adequate statistical break-down?
9. Does it invite the respondent to qualify his answers with remarks and comments?—extremely helpful in enabling the researcher to properly interpret the statistical findings. (See item 25.)
10. Is the questionnaire short enough to ensure high returns?
11. Is it attractive and inviting or does it look as though it were developed by a bureaucratic statistician?
12. Do you think that you yourself would have bothered to fill it out?

And here's another practical method of appraisal:

13. How does the quality and attractiveness of the questionnaire stack up against the *finished report or formal presentation of the results*?

All too frequently there's a tendency to skimp on the questionnaire itself—then “shoot the works” and spend any amount of time and money on dolling up the report. (Don't get me wrong: Attractive presentations are important, but it's even more important to have an attractive questionnaire!)

SAMPLES:

14. How was the questionnaire distributed and to whom?
15. Was it directed to the particular group or groups of people who are best qualified to give the answers?
16. Was the sample adequate as to size?

This depends primarily on the degree to which the data are to be broken down—or cross-indexed. The finer the break-down, the greater the number of samples required.

17. Was the sampling scientifically controlled so as to properly reckon with—
—territorial locations?
—makes of cars?
—ages of cars?
—new car buyers vs. used car buyers?

This does not necessarily mean that the mailings (or the returns) shall be in exact proportion to the characteristics of the market. Frequently it is more logical to take care of this by “weighting” the data incident to the statistical compilations. But it is important that the incoming questionnaires be properly identified as to the classifications that need to be reckoned with.

REPORTS:

18. Does the report include all the essential information that is needed for proper understanding and interpretation of the results?
19. Were the statistical procedures sound?
20. Were the returns properly “weighted” so as to compensate for distortions in the distribution of the sample?
21. Are the questions as quoted in the report exactly the same as they appeared in the questionnaire?
22. Are the statistical column headings consistent with the real meaning of the figures?

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23. Are the data intelligently and effectively presented—in a manner that is conducive to proper interpretation and practical action?
24. Are any of the findings out of line with what you *positively know to be the facts*?
25. How does the report stack up as regards what we might call "internal consistency"?

In other words, do its various parts hang together and tend to support one another, or is it contradictory in any respect?

SPONSORS:

And last, but not least, here's a general question that it's always well to bear in mind:

Did the agency responsible for the survey have an "axe to grind"?

But that's not quite the right way to express it. Nobody makes a survey without having some reason for making it and the fact that these people had an "axe to grind" should not within itself be taken as a negative factor.

But in appraising the results it's always well to consider—

26. Just *what* KIND of *axe* did they have to grind?—then scrutinize the results in the light thereof.

Coordinating Sales Promotion: Another important recent development in sales promotion is the way it is being geared into other marketing activities to produce a balanced sales program. This is particularly true of sales research. The approved formula for successful business management is to find out what the customer wants to buy and sell it to him rather than try to sell him what you want to make. This philosophy is demonstrated in the customer research activities of the General Motors Corporation. The surveys which this department of GM is continually making to determine customer preferences not only provide all divisions of the corporation with data useful in designing new models, but provide a solid foundation upon which the company bases its sales promotional activities.

Similarly, consumer testing of new products is depended upon by some sales managers to give them the best "angle" to use in planning the promotional effort. It is a well-established fact in sales management that the first step to the order should be to find out *why* old customers bought the product and how it is used. Very often we find, to our amazement, that the real reasons people buy are quite different from those we think caused them to buy, or even reasons the salesmen give for their buying. For example, for years cash registers were sold as "thief catchers." An analysis of buying reasons showed that an overlooked factor in selling a merchant a cash register was that it removed the temptation any employee might have to pilfer the cash drawer.

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Research as a Tool: Tremendous strides have been made in this area within the last few years. The business demand for more accurate market-penetration information, buying motives, and customer purchasing power stimulated the growth of national research organizations whose findings become the basis of the clients' marketing programs. This, in turn, determines the scope and objectives of advertising and sales promotion programs. Advertising agencies, particularly, base their campaigns on the results of market surveys, and sales promotion activities are naturally, closely affected.

A well-coordinated sales promotion program even includes the credit department. One sales promotion manager has the credit manager write a letter to a salesman every week, mentioning a specific retail account in that salesman's territory. The letter tells why that merchant's credit is ace high with the company. Salesmen show the letter to the merchants with excellent goodwill results. In some instances the letter so flattered the salesman's customer, that it paved the way for a more substantial order than otherwise might have been secured.

One of the first, and very important steps, in coordinating sales promotion with the other departments of the business, is to get the entire organization from the president down to the shipping clerk sold on its importance as a sales stabilizer, and, more specifically, its importance to them. Even the man on the production line, who probably thinks it would be more to the point if the money which the company is now "squandering" on sales promotion went into workers' pay envelopes, needs to understand that were it not for sales promotion there might be weeks at a time, when orders lagged, that he would have to be laid off. And the same goes for the sales organization. Salesmen need to be "sold" and resold, because it is not unusual for salesmen to feel the company would get more business if the advertising and sales appropriation were used to raise salesmen's pay, and thus get more and better salesmen on the firing line.

Coordinating sales promotion with advertising is not an easy problem for the sales executive. In many companies the two functions are successfully combined and are the joint responsibility of one executive who thus serves as the director of advertising and sales promotion for the business. This often works out quite well, especially in cases where the sales promotional effort consists mainly of printed literature and dealer helps. Joint administration is almost universal in the case of companies whose advertising is confined to specialized rather than general media,

as for instance companies making engineering specialties. In the case of a company doing extensive consumer advertising, as well as doing an aggressive job of promoting its products, it is extremely difficult to separate sales promotion from advertising because the overlapping functions and responsibility involved eventually cause difficulty.

One solution is to have a sales promotional section in each sales division of the business which is responsible for recognizing the need for a certain kind of promotional activity, and able to "put it over" when crystallized. The unit promotion man, upon approval of the division sales manager, gets all the facts and background material needed to develop the project. The advertising department then creates all the required promotional material, working in close cooperation with the divisional sales promotion unit. When the materials are ready they are turned over to the sales promotion manager of the unit and that executive, along with the division sales organization, is then responsible for the successful conduct of the campaign in the field. This division of responsibility, for example, is practiced with satisfactory results by Armstrong Cork Company and others operating on a product divisional plan. Some companies follow the same procedure in the case of geographical sales divisions. Westinghouse Electric, for example, has a sales promotional unit in each major territory of its wholesale division. In this case, however, the principal job of the divisional promotion unit is to carry through a national program developed in Mansfield.

Gearing Sales Promotion to Personal Selling: Integrating the sales promotional program with personal selling begins with "selling" the sales organization (including the dealers' salespeople in the case of companies selling through established trade channels) on the company, its policies, and its products. This may or may not include formal sales training. Usually it does, although in some large organizations this function is performed by a sales personnel officer. However, there is a growing tendency to bracket sales training with sales promotion, since modern selling is becoming more and more promotional in its concept. This is especially true in training dealers and their sales personnel. Most sales promotional programs depend upon the wholehearted cooperation of the field organization to "put them over." The sales promotional department therefore has a direct interest in training all those responsible for selling the product to the customer or at the point of sale. For example, in the marketing of Hoover cleaners, where a large force of salesmen selling direct to the

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home is required, the recruiting, selection, and training of these salesmen is a very important responsibility of the sales promotion manager. It is, in fact, the crux of the whole Hoover promotional program.

Modern practice therefore contemplates the sales promotional job as having three steps: (1) planning, (2) production, and (3) execution. It is extremely important that any sales promotional undertaking, if it is to attain a full measure of success with a minimum of cost, be painstakingly coordinated with the company's sales research operation to assure wise planning; the company's advertising department and advertising counsel, to assure economical and skilled production of sales promotional materials; and finally with sales field operations to make sure that after the plan is conceived and the required materials produced, it will be followed through intelligently and enthusiastically by the salesmen.

Industry-Wide Sales Promotions: Another important trend in promoting a business is seen in the many instances of competitors pooling their efforts to develop business for the whole industry, on the theory that competition comes from rival industries as well as rival companies. For example, securing wider markets for coal would be a difficult and costly undertaking for the average coal producer. Yet his profits are continually under pressure from oil, piped natural gas, and other fuels. Some time ago all those who had a stake in maintaining the market for coal joined to form Anthracite Industries, Inc. Contributing to the work of the institute were equipment manufacturers, coal distributors, as well as mine operators. An engineering laboratory was established at Primos, Pennsylvania, to develop more efficient methods of using coal, and a field organization was formed to "sell" these improved methods to architects, heating engineers, and other interested persons. Similar promotional activities have been undertaken by the California wineries, the meat packers, the gas industry, and others too numerous to mention.

While some of these promotions have been confined to "putting over" a national "week" or "day" with hit-or-miss newspaper publicity, some have been outstanding. For example, the list of projects undertaken by the electrical industry's promotional institute includes:

Sales financing
Rural electrification
Federal construction projects

Residential wiring
Rural sales outlets
Federal housing

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Electrical kitchen promotion
Electric application handbook
Producers councils
Commercial electric cooking
Electrical water heating

Industrial electrification
Commercial wiring
Better light—better sight
Electric range promotion
Highway lighting, etc.

These industry promotions have the highly desirable effect of doing a job which is fundamental to the success of all those in an industry, with minimum expense to the benefiting companies. They permit concentrating more of the sales promotional budget on promotional programs to improve the company's leadership position within the industry. It is not a question of "contributing" to a common cause, but of making the sales promotional dollars go further. This becomes evident if you study the promotional activities of companies in an industry which does not have a centralized promotional agency or institute. At least one-half of the money they appropriate for sales promotion is directly or indirectly spent for doing something which could be done for a fraction of the cost if those in the industry joined forces, employed capable promotional talent, and appropriated an adequate amount of money to carry through a minimum program.

NEW BUSINESS DEVELOPMENT

ONE of the classic stories of sales promotion is the case of the wire manufacturer who looked over his sales records and found he was selling very little wire fencing in the Southwest. The reason, of course, was not hard to find. This was the "open range" country and cattle raisers had little reason to fence off their extensive ranches. But it would be different if these ranchers raised diversified livestock, and it would be a good thing for them since they would not have to have "all their eggs in one basket." But there was the feed problem. The lush feed crops of the Middle West wouldn't grow in the more arid Southwest and it just wouldn't pay to raise small stock if the feed had to be shipped in from other parts of the country.

A little research work showed, however, that there were crops—kaffir corn was one example—which could be profitably grown in range country that make excellent feed for livestock. So the company, an affiliate of United States Steel Corp., set up a sales development department to introduce the growing of kaffir corn to the Southwest. By means of demonstration centers, promotional shows, and other devices, the cattle raisers of that area were interested in diversification, so that if anything happened to their cattle they would not be left high and dry. Slowly, but surely, the program took hold and one rancher after another began to experiment with the idea. And it proved out for them. It also paid off for the wire company, because in order to raise small stock, a certain amount of fencing was required, and as their operations grew, more and more fencing was needed by the ranchers.

New products played a major role in doubling Procter & Gamble sales between 1955 and 1965. In an address before the Los Angeles Society of Financial Analysts, Dean P. Fite, P & G vice-president, corporate affairs, pointed out that more than 30 per cent of the company's domestic household business came

from products which had been on the market for less than 10 years. He attributed P & G's growth to "success in finding new ways to broaden our service to the public."

He cited Procter & Gamble's record of successfully introducing new products in the past 10 years as being good evidence that "any consumer product field can be changed overnight by the introduction of a product that represents a real and recognizable advance in service to the consumer."

"But," he continued, "first and foremost, marketing success requires a product that is worth marketing. It's impossible to have a steadily growing and successful business with products that are simply 'me-too' brands; items inferior to, or only equal to the competition."

Procter & Gamble, Fite emphasized, "will continue to place heavy emphasis on research and development programs, not only to develop new products and manufacturing methods, but to improve managements and organizational methods as well."

Paint Finds a New Market: Usually these opportunities for expanding the sale of a product are of the sort which lie in our own front yard. All that is needed to uncover them is someone who is promotion-minded. For years on end it had been the practice in manufacturing plants to paint inside walls white. White reflected light, it was clean, and there were any number of inexpensive "whitewashes" on the market which could be sprayed or slapped on the walls with a big, wide brush by a man with a strong back. Then along came one of the paint companies to challenge the idea of white walls for factories. If the walls and equipment were painted a soft green, or some other appropriate shade, it would be far more restful to the employee. It would also make a better-appearing plant. No one would think of painting the rooms of their home flat white, it would be too tiresome and crude. Yet people working in these plants spent more of their waking hours on the job than they did in their homes. Why not make the places where they worked just as attractive and pleasing as the places where they lived?

Putting the idea to work, the Pittsburgh Plate Glass Company began a nation-wide crusade for color in the factory. It undertook an extensive educational campaign, directed at top management and those responsible for employee welfare, to make them dissatisfied with whitewashed walls, messy looking machinery, and dirty ceilings. It contended employees who had pride in their surroundings took more pride in their work, they did more work, and were better employees.

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A few plants thought well enough of the idea to try it out. In cooperation with the paint company's business development department, color plans were worked out. The ceilings were painted with light shades of the same color used on the walls. The machines and the trim were painted in another shade. The result was a plant interior that put to shame the traditional whitewashed plant interiors, forcing the owners of such plants to clean-up and paint-up in the interest of employee relations. Thousands of gallons of paint were thus sold which otherwise might never have been sold. Thousands of employees enjoyed the eye-comfort and pleasing appearance of their workplaces. And hundreds of companies profited because their employees took more pride in their work and the places where they worked. Everybody won. Even competitors of the paint company which pioneered the idea got business which otherwise they would not have had.

Lever Brothers Market Exploration Department: In marketing a long line of products sold through established channels of trade, the time lag between introducing the product and attaining a profitable sales volume presents a difficult problem. Lever Brothers, and others, have found it profitable to maintain a special department for that purpose, with a director responsible for the development, testing, and introduction of new products.

An important phase of this work is pretesting both the product and a variety of sales plans before the product is turned over to the sales department to be put in the line. In this way salesmen are relieved of tedious introductory work, which all too often is done at the expense of selling established products.

The Copy Machine Boom: A current example of revolutionary business development is found in the electrostatic-copier industry. With sales increasing 20 per cent throughout the industry, the pioneering company, Xerox, has enjoyed the phenomenal increase in business from \$40 million to \$400 million in six years. The potentials of this new business tool are boundless. It has radically altered business procedures.

By 1975, copying machines will be reproducing 30 billion copies and the industry volume will reach over a billion dollars. Desk-top copiers will be the regular equipment of many secretaries. Publishing companies, too, are affected, and some are beginning to express concern over such matters as copyrights and circulation. These are some of the results of the introduction of a new product which performs a service not previously, or readily, available.

Order Analysis Uncovers New Uses: Perhaps the most fertile source of information which points the way to new business is the orders which come in every working day. Some companies pass these over the desk of the sales manager so that he can keep posted on what is happening in the field. But in many cases incoming orders go directly to the order desk, where they are priced, extended, billed, and then shipped. Too often no one in authority sees them. Yet these orders are a veritable gold mine if screened by a sales-development-minded member of the sales department. The following example will show the profit potential in such an approach to the otherwise routine flow of orders:

An office duplicating machine manufacturer, who published a weekly bulletin for salesmen, uncovered a market for several thousand machines as a result of the editor of the sales bulletin bumping into an order from a company who bought a duplicator to process orders. The purchaser had need of a large number of copies of each order for various executives and department managers, more copies than could be made with carbon paper. So he hit upon the idea of making an electrotype of the order form, having a supply of stencils cut from the electrotype, and then typing the order data directly onto the prepared stencil. The stencil was then slapped on a duplicator, the required number of copies struck off, and the stencil filed for further use, if necessary. The idea saved the purchaser hundreds of dollars and greatly expedited the handling of orders. That happened some years ago. Today the use of duplicators in processing orders is quite common. The point is that the use was uncovered by an alert bulletin editor who just happened to have a nose for that sort of sales opportunity. This is a talent to be encouraged and developed in any sales organization.

There is a growing practice, now that sellers are searching for new markets, to make an extra copy of all orders for some sales executive to check for sales opportunities. When such opportunities are found a bulletin is released to the sales organization, after checking with the customer to obtain as much factual information as possible. These bulletins not only help to keep salesmen on their toes, but provide them with valuable ammunition they can use in their work. Of course, salesmen themselves uncover considerable information of this kind, but you cannot depend upon them. Not all salesmen are promotion-minded. Others realize the importance of what they have learned, but for one reason or another wish to keep it to themselves. This is especially true when salesmen are scored in competition with others in the organization.

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Special Salesmen to Open New Accounts: Another noteworthy trend in new business development is the use of training in sales negotiation, and asking special home office representatives to



JOHN D. BRUSH & CO., INC.

Safe Manufacturers Since 1930

545 WEST AVENUE • ROCHESTER, NEW YORK 14611 • 716 235-1280

Dear Mr. Dealer:

Here's something really special - our 35th Anniversary offer, designed to bring in new customers and new profits! Thousands of dealers like yourself are already selling Sentry Safes as a profit-packed "extra" to their regular lines. Perhaps you've already discovered the sales potential of Sentry, or perhaps you're hearing about it for the first time.

In either event, the deal below is just right for you! It's our way of celebrating 35 years of quality safe manufacturing that have made Sentry the world's largest selling personal safe. Even if you've never sold a safe before, you can't afford to pass up this double-your-money, no-risk deal that gives you a free \$99.95 Sentry.

Model		<u>Your Cost</u>	<u>Suggested Eastern List</u>	<u>Your Profit</u>
<u>S-3</u> ,	America's best-selling safe	\$54.00	\$99.95	\$45.95
<u>S-1</u> ,	budget-priced Sentry Cadet	48.00	79.95	31.95
<u>S-8</u> ,	extra-depth Sentry Major	78.00	129.95	51.95
<u>C-S-0</u> ,	imported oil walnut cabinet with bookshelf, complete with concealed S-3 safe	118.80	197.95	74.15
<u>S-3</u> ,	this one absolutely FREE		<u>99.95</u>	<u>99.95</u>
		\$298.80	\$607.75	\$308.95

Each of these popular models, described and illustrated in the enclosed brochure, carries the Class "C" Underwriters' Label - indicating 1 hour 1700° fire test, 2000° F. explosion hazard test, and 30 ft. drop test. It's a strong selling point for all your prospects.

Remember, our 35th Anniversary Special is a genuine no-risk deal. If, after displaying these Sentry Safes for at least 60 days, you don't find them as easy and profitable to sell as we say they are, keep the free S-3 included in the offer and return any unsold balance for full credit and refund. All you pay is the freight - nothing could be fairer than that!

The enclosed brochure is available in quantity as a selling aid. Free sales-tested newspaper mats, stuffers, and a point-of-purchase display are also available on request. Return the order card right now, and count yourself among the lucky dealers who'll double their money!

Sincerely,

John D. Brush Jr.

John D. Brush, Jr.

There are many sales-inducing elements in this letter to dealers from a safe manufacturer. It includes several offers: a free safe; a money-back, no-risk deal; free ad mats, displays and literature. The simulated signature at the bottom, in blue ink, adds character and color to the letter.

work with the territorial salesmen in opening new accounts.

Basis for the use of new account salesmen is that it permits the employment of territorial salesmen of less skill to service accounts. Furthermore, it is an accepted fact that territorial salesmen are notoriously indifferent to opening new accounts. They are inclined to spend most of their time in calling on regular customers where they are known, and where they are reasonably certain of getting an order. Calling on new accounts is a chore they dodge as long as possible.

Qualifications for New Account Specialist: While the territorial salesman who does a customer service job needs to be of the "plugger, one-track-mind type," the new account specialist should be more intelligent, a good sales strategist, resourceful, and of the trader type.

The best place to recruit these men is from the army of small businessmen who at one time or another were in business for themselves. Perhaps you have among your former customers several men of the sort required. That kind of background is ideal, because the salesman is able to talk the customer's language from having been in business for himself. He knows the buyer's problems, and from his experience quickly determines the best and most effective approach.

Helping Salesmen to Open New Accounts: Smaller organizations, it was found, are thinking along different lines. As a rule they cannot afford, or think they cannot afford, to employ a salesman full time just to open new accounts. So they contemplate helping their present territorial salesmen to put desirable new accounts on the books through direct-mail cooperation.

While each company has its own idea of how to do this job, only a few have any definite plan. In the building field we found one company which has already checked every prospective account now in business to determine whether or not that account is desirable to cultivate and close.

The accounts which the credit department and management feel will develop and grow, and can be depended upon to buy in large volume, are set up on a special Addressograph list, carefully classified by lines of business and sales desirability. By use of a system of plate tabs or signals, any group of these accounts can be selected and worked when and as the occasion warrants.

"Sharpshooting" with Personalized Letters: A hardware specialty manufacturer who sells direct, added hundreds of desirable accounts by "sharpshooting" tactics of this sort. In con-

SALES PROMOTION HANDBOOK

nection with the list, which is maintained on McBee card records, this manufacturer employs a young man whose job is to maintain mail contact with every hardware merchant on the list. His department, outside of the file of McBee cards, consists of a stenographer and a battery of 4 automatic typewriters and 2 typists. There are about 5,000 names on the new business list. Whenever the company makes a new product, the business development department has the advertising department prepare a special folder slanted at opening new accounts, and then opens a barrage of personal letters (using the battery of Auto-typists) to selected prospects. The selection, of course, is a simple matter when McBee cards are used. It is only necessary to run a pin through the proper hole in the drawer of cards and all cards in any desired classification are automatically selected. The effectiveness of the plan depends upon the skill with which the letter is tied in with the needs of the prospect.

For best results such a list should be carefully checked for: (1) Credit rating to be sure the new customer will pay for what you sell him. (2) Names of all buyers or executives in a position to instigate as well as place the order—you would want to write a different letter to a foreman who merely requisitions the product than to the vice president in charge of operations who has to okay the expense. The arguments might be the same but the angle would be different. (3) Nature of competition. (4) Previous purchases, if any. (5) If a supposedly "dead" account, how long has it been inactive and why. (6) Type of products (if you make a line) in which the prospect is most interested. (7) Salesmen who will service the account after you put it on the books. You will also need information, if the account is a dealer, on the size and type of store, trading area data, etc.

IDEAS FOR GETTING LIVE NAMES

Agents of the Connecticut Mutual Life Insurance Company use the birth announcements in the newspapers as a source of live leads by writing a miniature letter of greeting to the new arrival with a return card enclosed which the parent signs and mails if interested.

Household appliance manufacturers secure the name of each purchaser of equipment, either through salesman's orders or, if through dealers, by attaching a tag to the appliance which must be returned in order to get a guarantee certificate or some useful piece of literature. Card these names. Plan a series of at least

three letters to each name to go out during the first 6 months of ownership. The first letter can be a personal note of interest from an officer of the company. It should be produced on an automatic typewriter, the number of the machine or appliance being filled in to give it a personal touch.

A magazine publisher determines how much he can afford to pay for three names of possible subscribers. He prepares a little folder offering some useful premium for the names of three friends who might be interested in subscribing to the magazine. These enclosures are sent out with a preliminary letter to all subscribers in advance of their expirations, signed by the editor, asking specific questions concerning the editorial contents and the advertising section.

A manufacturer selling through jobbers packs a dealer co-operation certificate in each package or with each shipment. When filled out by the dealer these certificates entitle the dealer to a window display, or a counter card, or something equally helpful to him in moving the merchandise off his shelf. If the dealer helps are well chosen, you will be surprised how many of these certificates come home.

A department store gets lists of people who are contemplating spending money for luxuries through various aggressive women's organizations, especially church societies whose main activities deal with raising money. The store provides each member with a book of blanks. On the side of each blank are listed items which carry a large mark-up and on which the store could afford to pay a small percentage.

The members keep these books handy and every time any of their friends mention they are thinking of buying an electric refrigerator, radio, or whatever it might be, they fill out a blank card, check the proper item, and mail it to the store. It is then circularized. If a sale is made the organization will be credited with the amount shown on the blank. If a sale is not made the organization is charged back to cover the postage on the circular matter. At the end of the organization's fiscal year a check is sent to the treasurer for an amount equal to the money earned less the cost of the postage. Every month a list of sales with the names of the women who had turned in leads is mailed to the organization to post or read. This is necessary to sustain interest in the plan.

A roofer in a sizable New England town wanted more business. At some time, of course, every roof in town would need repair or replacement—unless the house itself were torn down

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and a new one with a new roof erected in its place. But when? Tin roofs have been known to last a hundred years—and the durability of slate, shingle, or even tar paper is great enough to irritate a roofer.

Obviously, the best prospects for roofing were people living in old houses, whose roofs presumably had more or less disintegrated. There was only one way to locate these houses and that was by actual observation; so the roofer was advised to drive over every street in town, noting the number of every house, the roof of which might come under suspicion. After that, the name of the owner was obtained from the real-estate records. A tedious process, but it is the only possible method of getting a fairly practical working list.

A Checklist for Mailing Lists: It is natural to suppose that a mailing list is good enough if it is producing even a fair volume of returns. Yet it is entirely possible that the returns could be materially increased, even though they may be satisfactory, by carefully checking it to determine its efficiency rating. While no hard and fast rules can be laid down for checking the list for any particular business, the following suggestions may prove helpful:

Is your list classified according to the potential profit which each account will yield, or are you spending the same amount of money to circularize all names regardless of their buying possibilities? Do you spend as much to circularize "fringe" names as "preferred" names?

Has your mailing list been checked with current credit rating books to make sure that you would be warranted in accepting business from every name on the list, even if you did get an order? The last 6 months have changed the picture for many companies.

Are you confining your mailings to one man in larger companies, disregarding the fact that today several people are usually involved in the placing of an important order?

If you use individual names on your mailing list do you know for sure if they are the names of men holding the deciding vote, or were the names placed on the list at the suggestion of salesmen who "think" they are the men to be sold?

When you send out mailings under third-class postage—do you mark your envelope so that all undelivered mail will be returned? Do you follow up the clerk to be sure that these dead names are being pulled from the list promptly?

In the case of individual names for large companies, when mail is returned for nondelivery, do you have some plan for automatically finding out the name of whoever succeeded to his work, or do you allow the name of the company to be killed with the name of the individual?

Have you some key or system to tell how long a name has been on a list, so that a periodical audit can be made and the mailing list cleansed of all names

NEW BUSINESS DEVELOPMENT

which have been worked for 2 years or more without response? Do you use it often?

How do you provide for getting new blood into a list? Do you depend entirely on hit-or-miss reports from salesmen or is it the duty of somebody in the organization to watch and clip the trade papers to be sure that reorganizations, new companies, and management changes are caught?

Have you ever sent a personal letter to each name on the list over the signature of an officer of the company to find out if you are wasting your money circularizing names of people who are not even prospects?

SALES PROMOTION ORGANIZATION

IN ORGANIZING for sales promotion the changing needs of the business are all-important. During the development stage a single executive, working with and through the sales department, might carry through the sales promotion program. Then as full distribution is attained, and more intensive market cultivation is required, it might be advisable to expand the facilities, perhaps going so far as to establish sales promotion units in the major sales districts to work more closely with territorial salesmen and distributors. Or, as actually happened in the case of Norge Division of Borg-Warner Corporation, the position of general sales manager might be eliminated in favor of several executives, one responsible for the marketing of gas ranges, another responsible for the sale of refrigeration equipment, a third responsible for home freezers, and another specializing in the sale of laundry equipment, etc.

All these Norge executives report to the director of sales; and their activities, so far as sales promotion goes, clear through a merchandising manager, who is also charged with the supervision of the product sales program. He is the coordinating executive. Field promotional operations, an important part of the Norge marketing program, center in a field manager to whom the 6 regional managers and 18 district representatives report. The purpose of these changes was to create a hard-hitting, field supervised organization with specialized sales promotional support.

Sales Promotional Authority: All-important in any scheme of organization is the position and authority of the responsible executive. In a highly technical operation, such as selling ships, the promotional effort may be restricted to a few top officials who maintain close contact with transportation companies that use ships. In the case of engineering specialties sold to converters,

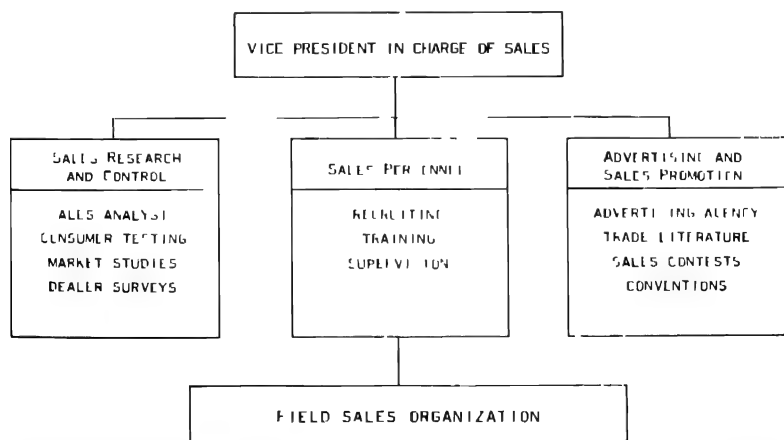
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a company may depend upon its headquarters and field engineering staffs to get its products specified. But in the marketing of products sold for resale, and most equipment used in the office, shop or store sales promotion is an important sales function, and is so regarded by the management. The same is true of products and services sold direct to the user or consumer.

While there are still a number of important companies which proceed on the theory that everyone in the business is, or should be, a part of the sales promotional organization, there is a growing tendency to center sales promotional functions in a qualified executive. Usually, but not always, such an executive reports to the officer responsible for distribution, or he may report directly to the chief executive and, in a few instances, to the board of directors.

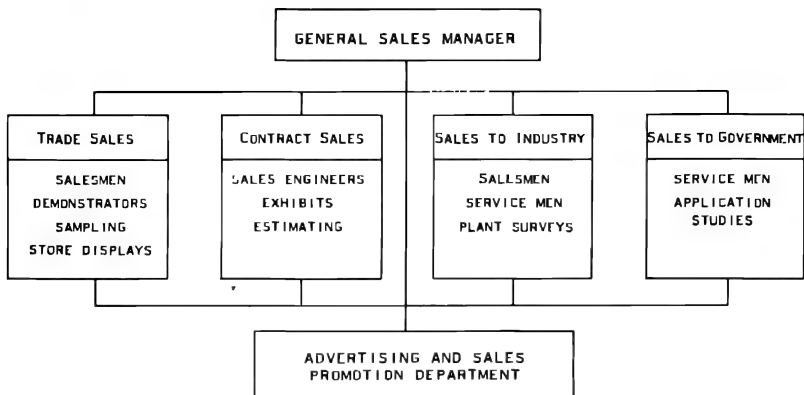
Again, some companies prefer to make sales promotion a branch of the advertising department, since it is the common practice to entrust the production of sales promotional materials to the advertising executive. In such instances the advertising executive usually carries the title of Director of Advertising and Sales Promotion. There is no hard and fast rule for organizing sales promotion. It differs with the nature of the business; the size of the sales operation; and to a very great extent, upon the qualifications, experience, and capability of the individual.

Some sales managers have a flair for promoting sales that eminently qualifies them to supervise the activity. Others are



A widely used type of sales organization. The sales research director, manager of sales personnel, and the advertising and sales-promotion manager report directly to the coordinating sales executive.

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When varying channels of distribution are used in marketing the product, it is not unusual for each division to operate independently of the other, with sales promotion production for all divisions centered in the advertising department.

anything but sales promotional minded. In the same way some advertising men have sufficient experience in sales work to understand and appreciate the needs of the salesmen and the distributing organization. Others lack this understanding. In that case a complete absorption of the sales promotional function by advertising, whether it be the headquarters department or the company's advertising counsel, is unwise. The advertising department is usually just far enough away from the actual selling operation to miss the extremely intimate coordination that good sales promotion demands.

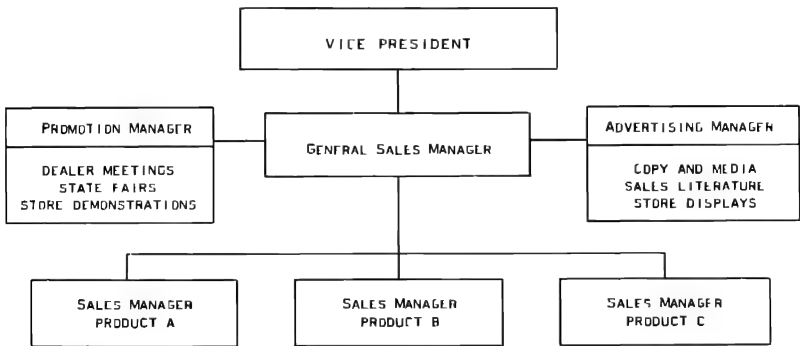
So while some measure of organization is necessary to effective sales promotion, it by no means requires a large department with a high-powered idea man at the head, pushing buttons with a score or more of clerks dancing to his tune, and a sales department hanging on his every thought. There are, to be sure, such departments. Yet some of the most resultful sales promotional jobs are being done by companies with no formal organization whatever. But as the business grows, and competition becomes acute, the tendency in modern management is to recognize sales promotion as a specialized function of sales management and to organize accordingly.

Type of Operation as a Factor in Organization: The blueprint for organizing sales promotional activities obviously is determined by the ways in which the company distributes its products. Thus a manufacturer selling through mass distributors requires

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an entirely different sales promotional setup than one making a similar product, sold exclusively through independent dealers. If the product is sold through a field organization direct to industry the promotional needs of the business are greater than when it is sold through mill supply houses.

Then there is the problem of the manufacturer who sells multiple lines through unilateral sales organizations. These might function by product divisions or by the distribution problem involved. The big packers, for example, operate separate sales organizations, requiring special sales promotional assistance, for such widely different products as fertilizer, dairy products, soap and cleansers. They also sell food staples to the trade through branch plants and branch houses. The product divisions may, and usually do, employ "specialty" salesmen who sell only the products of their division. The sales promotional activities of such operations are quite complex.



In multiple-product marketing, the sales promotion manager, the general sales manager, and the advertising manager usually report to the sales officer directly, with product sales managers reporting through the general sales manager.

So far as products sold for resale are concerned, there are many ways of distributing them and as many ways of promoting their sale. Among the outlets to be considered in planning promotions for this type of operation are:

1. Independent specialty stores.
2. Independent general or department stores.
3. Mail-order stores.
4. Auto supply store chains.
5. Variety stores.
6. Voluntary chain stores.
7. Manufacturer's chain stores.

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8. Chain department stores.
9. Chain specialty stores.
10. Co-operatives (particularly in certain areas).

A manufacturer or factor may sell to these stores by the following methods:

1. Direct to independents and chains.
2. Through old-line wholesalers.
3. Through specialty wholesalers.
4. Through distributors selling limited lines.
5. Through wholesalers serving voluntary chains.
6. Through manufacturer's exclusive wholesalers.
7. Through truck wholesalers.
8. Through manufacturers' agents.

What to Call the Department: While the function remains essentially the same, the sales promotion department may come under a different name in different companies. Thus the A. P. Green Fire Brick Company has a domestic sales department, in charge of a domestic sales manager; an export sales department in charge of an export manager; the merchandise department in charge of the merchandise manager; and a traffic department in charge of a traffic manager. The several departments are co-ordinated by a vice-president in charge of distribution. Under the merchandise manager are the following sections, each in charge of a manager:

1. Advertising and Sales Promotion.
2. Market Research.
3. Sales Service.
4. Sales and Construction Engineering.

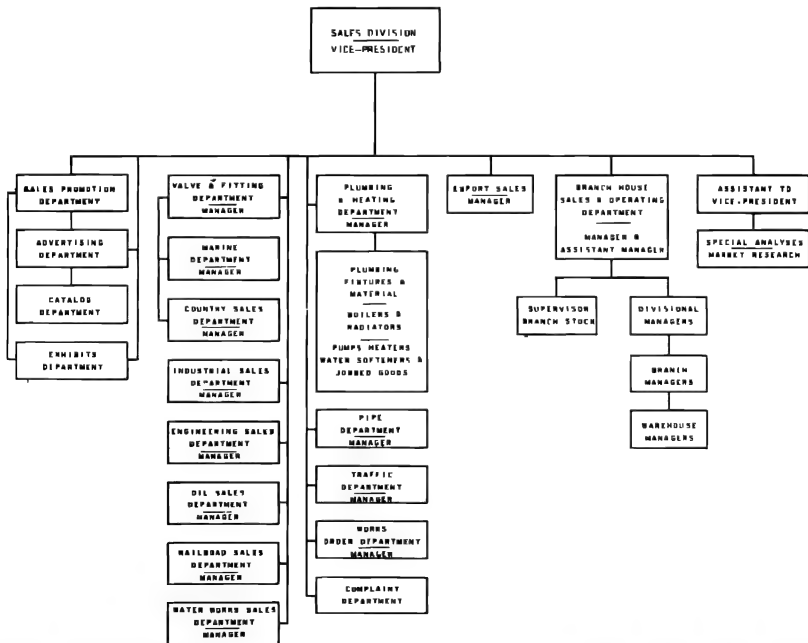
Subsequent sections of this HANDBOOK will discuss sales promotion methods which have proved to be most effective in reducing distribution costs in the most important of these channels. But the way a product is to be distributed should be definitely established before the sales promotional machinery, whether it be a department or a method of operation, is set in motion.

Centralized and Decentralized Setups: A study of the sales promotional organization of several hundred companies in various industries shows two different approaches. One group centralizes all sales promotional activities in a home office organization, responsible for planning, production, and the execution of all undertakings of a promotional nature. Others decentralize sales promotion so far as planning and execution are concerned, but centralize production. They may operate through sales promotion units in each product division; that is to say, where a

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company operates several sales departments as a part of its over-all marketing operation, each department has its own sales promotion unit. Or, as is quite customary in the marketing of home appliances, each territorial division may have its own sales promotion unit which works closely with distributors and dealers in the field, helping them to devise ways and means of promoting sales. In such cases, of course, the supervision of these units is the responsibility of the sales executive of the business, or one of his assistants.

This decentralized type of organization is particularly favored when the principal promotional effort centers around the distributor, and where the aim is to assist the individual distributor or dealer to carry out sales promotional activities at the local or district level. At least one national organization finds it profitable to assign sales promotion specialists to distributors, for a limited time, to assist them in establishing a sales promotion operation of their own, in conformity with a national plan. In such cases the sales promotion man, while employed, trained, and



The organizational setup of a large company in the building supply field. The sales promotion department, advertising department, catalog department, and the exhibits department report through the sales promotion manager to the sales head.

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directed by the manufacturer, is usually carried on the distributor's payroll until the new department is able to function under a man whom the manufacturer's representative has trained.

Since sales promotion is, in fact, a form of service to the customer, it is sometimes advisable to have more than one sales promotion executive, each skilled in a particular operation and each responsible to the sales executive for promoting sales in that unit. Thus the Standard Oil Company of Indiana had one "sales promoter" for its wholesale operations; and another, with equal authority, to promote the sale of Standard Oil products and specialties through filling stations and other retail outlets. This dual responsibility has certain advantages, although it does create a division of authority.

Who Should Head Up Promotion? Regardless of whether the promotional organization is centralized or decentralized, results depend, as they do in any activity, upon the man who directs the operation. He should be a man of high caliber and should command the authority and salary commensurate with a job of such importance. While the qualifications of a sales promotion manager vary according to the nature of the business and the job to be done, most national advertisers attach considerable importance to the skill which a promotion man has, or acquires, in the production of promotional literature. To some extent these are the same skills and know-how required in an advertising manager, but with this difference:

The advertising executive deals primarily with the mass mind. The copy he prepares for consumer groups is not so much designed to get action, as it is to create buying impressions. On the other hand the sales promotional man, who deals with such groups as salesmen, dealers, distributors, agents, and to a lesser extent with the consumer, must understand what influences these groups. He must understand their problems and be able to talk their "language." He must prepare copy that will convince and motivate a type of customer not so emotional as the consumer. Yet he must have the ability to present his ideas clearly and dramatically, through good layouts and arrangement.

It is noteworthy that classified advertisements in local newspapers for sales promotion managers invariably stress the need for creative imagination. This is a basic qualification too often overlooked. While experience and knowledge of the techniques of sales promotion are important, the capacity of a sales promotion manager to grow with the business and to measure up to

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his full responsibilities depends upon his ability to formulate and carry through broad promotional projects. In other words, the job calls for a man with a lot of initiative.

Specifications for Sales Promotion Manager's Job: While the job of sales promotion manager varies with the business, the man, and the time, the following job description, issued by the U. S. Employment Service in its *National Roster of Scientific and Specialized Personnel*, is interesting:

SALES PROMOTION SPECIALISTS (56.4.20)

Sales promotion specialists plan and direct sales, that is they predetermine the sales effort needed and control the sales effort during the course of operations. They also control advertising campaigns and expenditures. The best kind of formal training for specialists in this field appears still to be the subject of some doubt. It is clear, however, that special knowledge of advertising, marketing, programming, and scheduling, together with detailed familiarity with the particular product is required.

Speaking before the marketing division of the American Management Association, Philip S. Salisbury, editor of *Sales Management Magazine*, told his audience that the man who heads up the sales promotion in a modern marketing operation should be not only a leader so far as keeping his organization alive, but he must keep his company alive *and kicking*, moving ahead all the time, constantly enlarging its viewpoint, developing its contacts, expanding its horizons. "He is the coordinator as well as the promoter of everything between all phases of top management on one hand, and field selling and the ultimate consumer on the other.

"He should be the type of man who combines these qualities: (1) Personal sales ability and sales experience, (2) a broad background in the use of advertising and promotion techniques, (3) a vigorous, aggressive mind that thinks constantly in terms of how the company can make more sales, (4) the common-sense approach that the increased sales must be made at a profit.

"The man who should be heading up your promotion activities is a man well able to put your company's best foot forward. In the moderate-sized company he may also be in charge of advertising, possibly also of public relations and employee relations. In the large company he will coordinate many and varied activities so that the ultimate in sales value is secured from each. In short, he will be the guy in the packing plant who finds a way to extract value from the one thing that now has to be thrown away—the pig's squeal.

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TELEPHONE CHECK ON EXECUTIVE APPLICANT		Name of Applicant	
Person Contacted		Position	
Company	City and State	Telephone Number	
1. I wish to verify some of the information given to me by Mr. (name) whom we are considering for an executive position. Do you remember him? What were the dates of his employment with your Company?			
From		19__ To	19__
		On dates check?	
2. What was he doing when he started?			
When he left?		Did he progress?	
3. He says he was earning \$_____ per _____ when he left. Is that right?			
<input type="checkbox"/> Yes, <input type="checkbox"/> No, \$_____		Did he falsify?	
4. What was basis of his compensation?			
		Any profit sharing? Bonus? Evidence of ownership?	
5. What did you think of him?			
		Did he get along with his superiors?	
6. Did he have any supervision of others?			
<input type="checkbox"/> No, <input type="checkbox"/> Yes, How many?		Does this check?	
(If yes) How well did he handle it?			
		Is he a leader or a driver?	
7. How closely was it necessary to supervise him?			
		Was he hard to manage? Did he need help constantly?	
8. How willing was he to accept responsibility?			
		Did he seek responsibility? Was he afraid of it?	
9. Did he have any responsibility for policy formulation?			
<input type="checkbox"/> No, <input type="checkbox"/> Yes, How much?			
(If yes) How well did he handle it?			
10. Did he develop or initiate any new plans or programs?			
		Good judgment? Realistic? Able to plan ahead?	
11. How well did he "sell" his ideas?			
		Initiative? Creative? Realistic?	
12. How hard did he work? Did he finish what he started?			
		Self reliance? Ability to adjust to others' needs?	
13. How well did he plan his work?			
		Is he habitually industrious? Persevering?	
14. How well did he get along with other people?			
		Efficient? Able to plan?	
15. How much time did he lose from work?			
		Is he a troubleshooter?	
16. Why did he leave?			
		Conscientious? Health problems?	
17. Would you re-employ him?			
<input type="checkbox"/> Yes, <input type="checkbox"/> No, Why not?		Good reasons? Do they check?	
18. Did he have any domestic or financial difficulties which interfered with work?			
<input type="checkbox"/> No, <input type="checkbox"/> Yes, What?		Does this affect his suitability with us?	
19. How about drinking or gambling?			
<input type="checkbox"/> No, <input type="checkbox"/> Yes, What?		Immaturity?	
20. What are his outstanding strong points?			
		Immaturity?	
21. What are his weak points?			
22. For what type of position do you feel he is best qualified?			
Checked by _____		Date _____	
Form No. SP-100		Copyright © J. H. Dartnell Corporation, Chicago, Printed in U. S. A.	

Selecting the sales promotion executive requires painstaking screening, searching, interviewing, and a thoroughgoing telephone check. The above form, developed for Dartnell by The McMurtry Company, Chicago, will prove useful. It suggests the type of question to ask a former employer, and provides a permanent record of the information secured. It is filed with the application and interview blank in a personal history folder.

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"He will find every last bit of byproduct value in your consumer advertising, for example, and if you are a large advertiser that one service alone can pay his salary several times over. At a time when many suppliers are competing for somewhat lessened demand, the merchandising of advertising becomes big-time. Any man who can make your branch and district managers, your salesmen, your wholesalers, your dealers really enthusiastic about your consumer advertising can increase the real value of that advertising by anywhere from 20 per cent to more than 100 per cent, because it will result in more orders, more displays, more 'push' by retailers and their salespersons."

While a knowledge of layout and copy writing is important, those are functions which can be delegated. But he should know how to get his ideas across in the printed form and upon the public platform. With the growing importance of trade conventions and trade shows, and their place in sales, a sales promotion man who can talk well on his feet, and has "platform presence" is in a position to do his company a lot of good. In fact, organizing and staging dealer meetings is fast becoming one of his important duties in many companies.

For that reason, too, the title given to the sales promotion manager is important. Unfortunately, the title "Sales Promotion Manager" does not suggest anything constructive to a trade convention audience, nor does it greatly impress dealers called in to hear about a new sales plan. It may describe the functions of the man from an organization point of view. But to the customer it suggests a promoter, and promoters are evaluated differently by different people. One well-known food company gives its sales promotion man the title of "Sales Counsel," another labels him "Merchandising Manager," and in at least one instance he is the "Vice President in Charge of Dealer Relations." In the engineering field, a not unusual platform title is "Director of Research." This serves well if the nature of the promotional work has to do with new uses for the product.

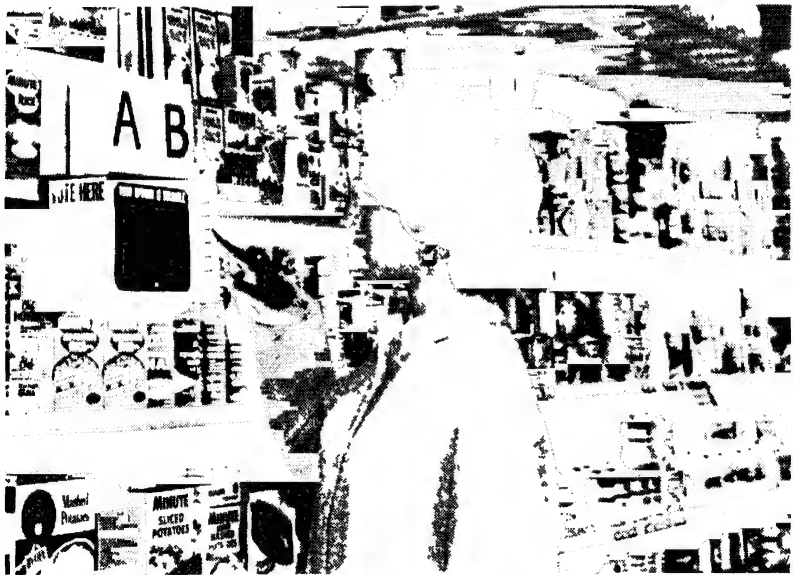
THE SALES PROMOTION STAFF

In the case of a well-organized company where the sales promotional function covers planning and production as well as carrying out the plan in the field, the department usually includes, in addition to the director, several assistants, each of whom specializes in certain phases of the work. In the smaller organiza-

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tions these activities may be combined. Briefly they are as follows:

Manager of Research: This executive has the job of contacting customers to determine their needs so far as sales helps are concerned; to keep informed as to what competitors and companies in related fields are doing in the way of sales promotion; to conduct consumer studies and tests to obtain factual data for preparing sales promotional material, talks to be delivered before customer groups, and for over-all planning. One duty of this executive is to attend meetings of sales executives' organizations, to keep in touch with general trends of value to the company in expanding its markets. Another duty is to measure the results of sales promotional activities at point of sale.



A fast and efficient way of getting consumer reactions is through use of the Aptimeter, a machine installed by the A. C. Nielsen Co. in high-volume super-markets. About the size of a small table-top radio, the machine records consumer preferences on such matters as price, package design, and product characteristics. "Voting" is merely a matter of pressing the buttons adjacent to printed questions, tabulations being easily made from the automatic recordings.

Courtesy, A. C. Nielsen Co

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Exhibit Manager: Some companies find it profitable to use county and state fairs, trade shows, and conventions to promote sales. In recent years, the activities of sales promotion executives have been further broadened through participation in the overseas trade fairs sponsored by the United States Government, in various parts of the world, and by trade fairs in major U. S. cities.

The exhibit manager arranges for the display space required, plans the exhibit, has it built with the help of a firm specializing in this type of sales promotion, and is responsible for setting up the display as well as manning it. If salesmen are on duty at the exhibit they report to him. The usual practice is to give this job to a veteran salesman who has spent a good deal of time at conventions or trade shows, who knows the important customers and, if need be, can get up in front of an audience and give a good account of himself. When not engaged in work of this kind, this executive often organizes and conducts distributor and dealer meetings.

Contest Director: Under normal conditions most national sales organizations find it profitable to conduct various kinds of sales stimulating contests or campaigns. These may be contests between salesmen, between district offices, or they may be contests for dealers and their salespeople. Or they may be contests intended to get leads for dealers. One of the large utility companies enlists the help of nonselling members of its organization by awarding prizes for sales leads which are turned over to its salesmen to follow up. Sales contests are usually dramatized and promoted intensively, so that interest is maintained at white heat while they are under way. Registering contestants, scoring them, stimulating them to put forth the required extra effort, as well as purchasing and awarding the prizes, can well be a full-time job for someone with a flair for that sort of thing. When the operation is made the responsibility of a trained promotion man, it is customary to have some kind of contest going all the time, but each sufficiently different to avoid monotony.

Sales Training: This activity may or may not be assigned to the sales promotional department. Very often it is set up as a department by itself under the manager of salesmen. However, when the work consists principally of training dealers and their salespeople, either on the job or bringing them into the factory for specialized training, it belongs in sales promotion. It is important that the executive who has this responsibility should

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have the ability to impart his ideas to others, in other words, teaching ability. That sort of sales promotion consists of taking the principles of successful merchandising, as they are formulated by the company's sales command, and teaching them to those who distribute the product. The aim is to raise the standard of salesmanship at the point of sale. Too many sales trainers, engaged in resale work, make an excellent impression upon the dealers, and do a pretty good job of "trading up" those who take the course, but they forget that the real reason they are on the company payroll is to promote sales and not merely entertain customers. A good source for promotion men who are required to train dealers, is clerks and others who have done a good job selling the product behind the counter and who have experience in conducting a successful retail business.

Merchandising Manager: Some products require intensive merchandising at the point of sale. Store demonstrations, store arrangements, window displays, community promotions are just a few of the techniques. If much of this type of sales promotion is used it might well be a full-time job for somebody. Demonstrators must be hired and trained, routed, and supervised. Displays must be planned and purchased, to say nothing of being properly distributed. Store display men as well as salesmen must be shown how to get dealers to put in displays, modernize their stores, and increase store traffic. It means working with salesmen and display men in the field, all for the purpose of making sure that the money a company spends for this promotion is producing results commensurate with the cost. Sampling campaigns are usually entrusted to the merchandise manager, since an important consideration in such a promotion is the effect on the dealer. The job calls for a man who knows how to move merchandise off the dealer's shelf or floor and into the channels of distribution. He should have had sufficient experience in retailing to know the value of store display and store arrangement. And with it all he must be a good manager, for this is one of those operations where it is easily possible to spend a lot of money without getting very much in return.

There are other specialized jobs in sales promotion, such as preparing and producing educational film strips and moving pictures; managing the lecture bureau which supplies speakers to luncheon clubs, women's clubs; arranging and conducting trade trips. Some companies even place the responsibility for improving the tone of business correspondence, to the end that every

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letter will sell something, either goods or good will, upon the sales promotion manager. It all depends upon the kind of business, and what a company can afford to spend for this sort of thing. But sales promotion, like anything else, if worth doing at all is worth doing well. It is for that reason that more and more companies are breaking down the functions of sales promotion into simple tasks, and employing men skilled in that particular task to get the job done *right*.

Training for Sales Positions: An important consideration in selecting sales promotional personnel is the potential ability of the men for sales supervisory positions. The sales promotion department is an excellent training school for future sales managers since it grounds the staff in the home office point of view. If a man's qualifications are such that he is fitted only for sales promotional work, and qualities of a general sales executive overlooked, a company may deprive itself of an excellent source of branch managers, sales agents, and other operating sales executives. It is noteworthy that in some of the hard-fought fields, such as home utility appliances, it is customary to fill nearly all vacancies in the sales supervisory staff from the sales promotion department.

Outside Counsel: Rather than take on the expense of a specialized staff, some companies prefer to get along with fewer people in the sales promotion department and use outside specialists as needed. For example, in checking the results of a sales promotional or advertising campaign at the point of sale, the services of organizations like A. C. Nielsen Company are available on a fee basis. The Nielsen organization has arrangements with merchants in certain lines of business, at carefully determined points, whereby its research men go into the store every week and analyze the sales slips. The results of these studies are tabulated and furnished clients in the form of trade reports. By serving a number of companies in this way, the cost to each client is much less than if the client undertook to obtain the information himself. Similarly, in ascertaining new methods being used by competitors or others to promote sales, services like the Dartnell Sales Methods Research are available at a small annual fee. Other research organizations specialize in consumer testing and in making studies of buying habits useful in sales planning. Unless there is a continuing need for this type of information, it is usually more economical to call in outside organizations than to maintain a full-time research staff at headquarters.

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The same thing applies to producing sales manuals, planning books and other literature required in sales promotion. Unless a company uses enough of this material to warrant employing a capable executive, and good ones come high, it is better to arrange with some advertising agency to do this. While the fee may seem high, compared with the cost of doing the work under your own roof, you pay only for what you need when you need it. The need of "making work" to keep a staff man busy is avoided. There are also free-lance sales promotion men who work on a job-to-job basis. While they may lack the intimate contact with your sales problems which an insider would have, they do bring an outside point of view to your problems, and when the particular job for which you engage them has been completed the expense stops. This is particularly true when conducting occasional sales contests or sales promotional campaigns. In the large centers there are sales promotional agencies skilled in planning, promoting, and operating sales contests. Such agencies assist sales executives in planning all manner of sales promotional and business development activities. It furnishes stock materials for promoting sales contests. By using these standardized mailing pieces as a vehicle for a sales message, substantial savings are effected. Results, too, are usually better.

There are also organizations which specialize in store display. That is their business. They can be engaged on a consulting basis to develop point-of-sale promotion plans. The specialized experience they offer is most helpful. In the same way, large lithograph companies are able to help in the creation of window and store displays, either on a fee basis or in consideration of the purchase of materials from them. Others specialize in the distribution of display material, even renting wall and window space from merchants which they make available on a yearly contract basis for hundreds of stores in key cities.

THE FIELD ORGANIZATION

Field men are used in sales promotion where the product is sold through distributors and dealers. They are also used, but in a lesser degree, by manufacturers of technical products which require shop tests and demonstrations. Companies selling equipment used in offices and shops, where the continuing purchase of supplies is a factor in territorial profits, also use field men to

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call on users and stimulate wider use of the equipment. For example, a manufacturer of addressing equipment, where the sale of address plates is important, might profitably use men to call upon users and suggest more ways to use the equipment which the company has purchased. This type of promotional work theoretically should be done by the salesman, but salesmen are notably lax in calling back on old customers. They are more interested in finding new buyers, especially if the commission received on supply sales is relatively small. By getting present users to put their equipment to better use, it is not long before those users will need more equipment as well as more supplies.

The companies which maintain large-scale field promotional organizations are mainly in the food, automobile, electrical appliance and related fields *where the neck of the sales bottle is the dealer*. In the case of big-ticket merchandise the crux of the sales problem is to get dealers to organize outside sales forces and to go out after business rather than sit around waiting for business to come to them. Then, too, there is the never-ending problem of increasing the sales effectiveness of dealers and their salespeople. It is an axiom of good sales management, that the surest way to build the kind of business that will stay with a company year in and year out is to build *better* dealers. That means more than getting dealers enthusiastic over some sales promotional campaign, which produces some immediate results but after all may be just a shot in the arm. It means helping them to be successful on all fronts, to buy more intelligently, to merchandise more skillfully, to control expenses and credits, and in other ways to improve their leadership and financial position. It takes time and money to carry through that type of "grass roots" program, but it pays off in the long run. It is noteworthy that in so-called bad times, those companies which have done a job of building financially strong dealers have weathered the storm more comfortably than others.

The sale of bowling equipment, for example, depends upon local enthusiasm. If there are a number of bowling teams in a locality it is inevitable that some enterprising person will build a bigger and better bowling alley. So manufacturers making bowling equipment employ "organizers" in industrial centers to organize bowling teams in plants, churches, and other likely institutions. These organizers do little or no actual selling, but *indirectly* their efforts produce sales for their employer just as surely as any salesman's.

Another use for field men, as a supplement to personal selling.

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is found in the distribution of office furniture. Enterprising dealers offer an office arrangement service at no cost to customers, which results in a saving on office space. Space in a mill-constructed building in a low-rent area costs much less in annual overhead than in a high-rent area. The "service" man, who has nothing to sell, interests a prospective buyer of furniture in the possibility of saving rent. He offers to come in and make a survey of his office arrangement without obligation but with the understanding, of course, that if the survey shows that substantial savings can be made by purchasing certain special-purpose furniture, his company will get first chance at the business. When the survey is completed, the salesman in the territory gets a copy and he carries on from there.

While an experienced salesman could make such a survey himself, the use of specialists on office arrangement seems to work out well. Actually the cost is about the same, since a good salesman's time is just about as expensive to the house as an efficiency man's. He may not be paid as much, but if you figure his cost on the basis of business lost while engaged in survey work, the odds favor the specialist. Most important of all, however, is the good-will value which accrues to a dealer when his representative is an expert, and not an amateur, on office management and arrangement.

One reason some report disappointing results from the use of field men in sales promotion is they fail to "spark" the men with new ideas for building sales which they can pass along to customers. A sales promotion man is no different from a salesman. He must have something to sell about which he can get excited. He needs something *important* to talk about. In far too many cases companies have set up field units in connection with some sort of a sales program, and then after that program was completed, or lost its edge, the management kept the men on the payroll on the theory that they could do the company a lot of good calling around on dealers and suggesting ways to increase sales. In theory they can. Actually, however, when men are left to their own devices they tend to ride off in all directions. If there is no way of measuring the results of their efforts, they soon relax and get into a rut. So it might be said, with much truth, that unless there is a well-integrated plan for keeping a field organization stepping month in and month out, year in and year out, the cost of the operation might well be out of all proportion to the results obtained.

General Objectives of Management

OBJECTIVES	REQUISITE CONDITIONS
1. ORGANIZATION—To develop and maintain a sound and clear-cut plan of organization through which management can most easily and effectively direct and control the enterprise	<ul style="list-style-type: none"> a. Organization structure (organizational components) designed best to facilitate management, prevent overlapping of functions, and duplication of effort b. Function, responsibilities and authority, and relationships clearly defined for each management position (See Management Guide) c. Proper delegation of authority by management to permit decisions to be made at the lowest practicable level of management d. Thorough understanding of the requirements and responsibilities of their positions on the part of personnel e. Proper coordination of the entire organization plan
2. PERSONNEL—To develop and administer a constructive personnel development and training program which will gradually ensure that all positions in the organization are filled by individuals fully qualified to meet the requirements of their respective positions	<ul style="list-style-type: none"> a. Adequate control to ensure selection of best-qualified personnel available for the different types of work, first from within the organization, and then, if necessary, through outside hiring b. Effective training by superiors, with the assistance of appropriate staff agencies, of all employees to meet the requirements of their jobs c. Comprehensive annual rating of all employees in terms of job requirements d. Positive action to correct deficiencies in qualifications and assignments as disclosed by the rating program e. Carefully planned personnel utilization program to take the best advantage of demonstrated abilities; develop each individual's full potentialities; ensure adequate potential material for responsible positions, and to ensure placement of the best qualified individual in each job f. Adequate control to ensure that all promotions and appointments are made from among the best qualified candidates available g. Full cooperation in effecting the most advantageous placement of personnel h. Proper coordination of the entire personnel development and training program
3. PLANNING—To formulate well considered plans and objectives covering all operations, activities, and expenditures for each year or longer ahead, as a basis for authorization, a guide to achievement, and a measure of performance	<ul style="list-style-type: none"> a. Clear conception of essential needs and worth while objectives b. Clear-cut plans for accomplishing these objectives c. Sound analysis of requirements in terms of manpower, costs, facilities, and money d. Good business judgment as to justification and extent of proposed undertakings e. Effective participation of subordinates in formulation of their respective parts of the program f. Proper coordination of each program g. Appraisal of results compared with planning for these results
4. ADMINISTRATION—To accomplish all functions and responsibilities fully, effectively, and harmoniously	<ul style="list-style-type: none"> a. Guiding policies clearly stated, and well understood by all b. Effective coordination and control of results c. Prompt, well considered management decisions d. Close supervision affording first-hand familiarity and appraisal of operations, activities, and management problems on the ground without relieving subordinates of their proper responsibilities e. Maximum use of best thought and capabilities of the entire organization in accomplishing the program

General Objectives of Management

OBJECTIVES	REQUISITE CONDITIONS
ADMINISTRATION—Cont	<ul style="list-style-type: none"> i Assumption of proprietary responsibility for successful conduct of all activities under his control, relieving superiors of details and presentation of matters of justifiable importance ii Active cooperation in furthering the proper interest of other organizational components and of the enterprise as a whole h Maintenance of good public relations i Proper coordination of operations and activities
5 COSTS—To keep all costs, and manpower at an economic minimum, consistent with essential purposes	<ul style="list-style-type: none"> a Periodic analysis and appraisal of all functions and activities as to justification and required effort b Elimination of all unessential or ineffectual work expense, and manpower as disclosed by such analysis c Establishment of most efficient methods for performing operations and activities d Establishment of suitable standards and measures as to what constitutes optimum performance and cost in regard to all operations, activities and expenditures e An adequate control system, through which actual results are currently evaluated against the optimum or planned expectations, and all deficiencies are brought to the attention of the proper person for corrective action f Proper coordination of cost and manpower control programs
6 BETTERMENT—To plan, stimulate, and develop improvement in methods, products, facilities and other fields as applicable, keeping abreast of the best thought and practice throughout the industry and to ensure that outmoded procedures and uneconomical facilities are abandoned	<ul style="list-style-type: none"> a Clear cut recognition of needs and limitations b Well planned betterment program with clearly defined objectives c Solicitation of best thought and suggestions from the entire organization d Keeping abreast of best thought and practice throughout the industry e Effective action in putting desirable improvements into effect f Proper coordination of betterment program g Periodic appraisal of results
7 EMPLOYEE RELATIONS—To make sure that all employees are accorded fair and equitable treatment and that they are inspired to their best efforts	<ul style="list-style-type: none"> a Personnel policies and practices (including benefit plans, wage and salary schedules, and working hours and conditions) kept up to date and in favorably relation to competition, through well considered changes as necessary b Enlightened supervision ensuring that each employee is treated fairly and justly as an individual, with helpful consideration for his personal feelings, ambitions, and problems, within the scope of reasonably interpreted rules and policies c Adequate control to ensure that each employee is fairly and appropriately compensated in general conformity with the established rate structure and policies d Maintenance of close touch with personnel and their problems e Effective leadership and stimulation of morale f Confidence and respect on the part of superiors, subordinates, and associates g Proper coordination of entire employee relations program

Courtesy Standard Oil Company of California

THE BUDGET FOR SALES PROMOTION

USUALLY the sales promotional budget and the budget for advertising are considered together. The advertising may be the sales promotion budget, or sales promotion might be included with advertising. But both are considered "indirect" selling expense and are seldom included with those items which relate specifically to direct sales cost—that is to say, the cost of operating the sales force. This is for the purpose of control. From an accounting standpoint all are, of course, a part of the cost of sales.

At certain times, there creep into sales budgeting many unhealthy practices. When money is easy and taxes high, companies allow branch managers and others to buy space in church and civic club programs as a gesture of interest in local affairs. Such expenditures, since they are purportedly advertising, are charged to the advertising appropriation. As advertising is not expected to carry a heavy load at such times, no harm is done. The same is true of many similar expenses, such as gifts and merchandise donations. But in times of competitive selling, and the need of making every advertising dollar stand on its own feet, sales managers insist that all such expenditures be charged to a special item in the general budget, such as "contributions and donations." It is held that charging such items to advertising or sales promotion penalizes the sales promotional activities, and makes it more difficult for the department to show results. The same applies to novelties given away at trade shows and state fairs. In a sense they are advertising, but more specifically they come under the head of "conventions and exhibits," which may or may not be charged against the appropriation for advertising. Some companies consider that expense as public relations.

Another item that may be charged differently by different companies is research work. Some research has to do with prod-

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uct development. Some has to do with market analysis. Some has to do with allocation of the advertising appropriation among various media. Some has to do with the preparation of sales manuals and sales tools. And perhaps more than we suspect may be for the benefit of the advertising agency. In the case of one company the research department worked for 6 months in gathering material for an operators' manual. Yet, in spite of the various departments which benefit from such research, the entire operation as a rule is charged to sales when it would seem only fair that the expense should be carefully computed and charged against the benefiting department.

Indeed, a well-thought-through scheme for measuring not only the need but the cost of all sales promotional activities is the first step in budgeting them. It is impossible to lay down any hard and fast rules, such as determining by percentage of sales how much a company should spend for sales promotion, or even what items should be charged to sales promotion. For example, if a new product is to be launched in a highly competitive field, two or three times as much as might normally be considered adequate should be spent for advertising, in order to shorten the time of introduction. However, companies which are enjoying a satisfactory ratio of profits to sales usually appropriate 3 per cent of last year's sales for advertising and sales promotion. This figure might be higher in some instances as, for example, in pharmaceutical specialties; and lower in the case of engineering specialties. A general average might be 2 per cent for consumer and trade advertising; 1 per cent for sales promotion.

A newer trend in planning the sales promotional budget is to take the last year's sales figures, add to it the projected sales for the coming year, and divide by two. The percentage is then applied to this average. Advantage of this method is that if the company expects to sell a good deal more in the new year, the funds based on last year's sales will be inadequate; at the same time, giving equal weight to last year's figures will prevent overoptimism.

Breaking Down the Budget: For purposes of comparison and control it is good practice to break the total budget down by operations according to the nature of the business and the type of advertising and sales promotion employed. Advertising expenses (aside from administrative salaries) are usually broken down as follows:

THE BUDGET FOR SALES PROMOTION

1. General Advertising
 - a. Newspapers
 - b. Magazines
 - c. Radio—Time
 - d. Radio—Talent
 - e. Television—Time
 - f. Television—Talent
 - g. Outdoor (incl. Car Cards)
2. Business and Trade Papers
3. Class Publications
4. Farm Journals
5. Direct Mail
 - a. Consumer
 - b. Trade
 - c. Professional
6. Dealer Helps
7. Displays
8. Free Goods and Allowances
9. Samples
10. Premiums
11. Novelties
12. House Organs
13. Sales Literature
14. Conventions and Exhibits
15. Motion Pictures
16. Price Lists
17. Publicity
18. All Other

In the same way the budget for sales promotion, where a company sells through dealers, usually includes the following items of expense excluding departmental payroll:

1. Research
2. Travel
3. Sales Education
 - a. Training Literature
 - b. Films and Visuals
 - c. Housing and Administration
4. Promotional Literature
5. Dealer Services
6. Sales Tools and Equipment
7. Fairs and Exhibits
8. Educational Material for Schools
9. Sales Contests and Campaigns
10. Dealer and Other Meetings

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- 11. Community Relations**
- 12. Speakers' Bureau**
- 13. Publicity**
- 14. Trade Associations**

When business is running along on an even keel, and there are no special circumstances to be taken into consideration, budgets are usually prepared on an annual basis, well ahead of the end of the fiscal year. This is important, since a full-scale promotional activity requires considerable time to get under way. Until the department knows what it is going to have to spend it cannot make hard and fast plans. In a period of rising prices, for example, it is desirable to contract for advertising space and TV and radio time before the first of the year when new rates usually become effective. In the same way it takes several months to prepare the printed matter required to carry through a plan after the expenditure has been authorized.

In changing times, however, and in times of uncertainty it is good sales-strategy to operate on a quarterly budget, rather than an annual appropriation. This permits fitting the budget to the needs of the business.

A sharp drop in sales during the winter might require a stepped-up appropriation for spring and summer promotions. On the other hand, an unexpected shortage of raw materials might make it wise to curtail promotional activities for the next quarter. The need for advance planning makes the quarterly budget impractical in most businesses.

GEARING THE BUDGET TO THE PROGRAM

Before an appropriation for sales promotion can be determined, it is necessary to have an objective and a plan to attain it. This may seem trite, yet there are an amazing number of companies which approach the problem in exactly the opposite way. On the theory that every business needs advertising and sales promotion, just as it needs insurance against fire, the directors allocate a sum of money, usually a percentage of last year's sales, for a sales promotional program to stimulate sales at the point of purchase, or to create new markets, or some similar purpose. The money having been appropriated, it then becomes the job of the sales promotion department or the advertising department, as the case might be, to "hit upon some scheme" for spending the money to good advantage. Usually it is spent to poor advantage. Management is justified in withholding any appropriation for promotion until a well-coordinated plan of action, with

THE BUDGET FOR SALES PROMOTION

estimates as to results expected and the cost, has been prepared and has the approval of the sales executive.

The Idea Is the Thing: There is a saying in salesmanship that a good salesman doesn't sell life insurance, he sells protection for the widow. Neither does a good shoe clerk sell shoes, he sells foot comfort. In the same way a good sales promotional program or campaign "sells" an idea about the product and its use, rather than the product itself. The most successful effort to increase the sale of electric light bulbs pivoted on the idea that they were bought upon "impulse." Heretofore, lamp manufacturers laid a great deal of sales emphasis on the economy and life of their bulbs. The promotional effort was founded on the idea of making people want better light.

Then one of the companies devised a merchandising plan for light bulbs which was tested out by a large chain-store system. The plan was very simple. Counter and store displays of a reminder type were developed, and store supervisors were "sold" on the idea of putting these displays up where store traffic was heaviest, *disregarding* the fact that light bulbs were usually sold in the electrical goods section. It was found that where this was done, sales increased 70 per cent the first year, and 35 per cent the second year.

The theory was that people seldom go to a store to buy a light bulb. But when passing a lamp display in a store they are reminded of a burned-out bulb at home, will purchase a replacement, and can be easily induced to buy a few extra bulbs for a reserve supply. The merchandising plan of this manufacturer is to get dealers to set up displays of "impulse" merchandise, including light bulbs, at heavy traffic points in the store. The promotional program is built around that central idea.

Generally speaking, there would seem to be little in common between light bulbs and dictating machines. One is sold through dealers, the other is sold direct to the user. One sells for a few cents, the other for two hundred dollars. But just as the sales of light bulbs were increased by promoting a sales idea, so the sales of dictating machines have been increased by promoting a sales idea. Here is how it was done:

Experience of Dictaphone: The principal sales resistance to dictating machines is the opposition of the secretary of the man to whom the machine must be sold. Dictating machine salesmen only waste time talking to either the business executive or his secretary about the mechanical qualities of the product. Yet that

SALES PROMOTION HANDBOOK

is what some dictating machine salesmen were trying to do, because of the competitive situation in that field.

To meet this situation the Dictaphone Corporation developed a promotional program in which the machine was quite incidental. A sound film entitled "Two Salesmen in Search of an Order" was produced. This picture dramatized the right and wrong ways to sell a dictating machine.

Ostensibly, it was a sales training film; but actually it was a dramatic and convincing demonstration of how the Dictaphone saved time and money for the user, made the secretary more valuable to her employer, and enabled the executive to handle his correspondence with greater ease and dispatch. It was an excellent picture.

Prints of this film were furnished to the principal Dictaphone offices, which were also provided with portable sound projectors for showing the picture. A carefully planned program was prepared, involving the use of direct-mail, magazine advertising, and personal solicitation, to get businessmen to permit the Dictaphone salesman to show this film to the executives of local business organizations. It was explained that the selling principles dramatized in this picture could be applied to selling any product. And they can be.

Hundreds of these exhibitions were given in the offices of prospects, as well as at business shows, meetings of sales managers' clubs, Rotary clubs, etc. Naturally, a great many sales resulted. It was an indirect approach built around an *idea*, rather than around the product.

The Johns-Manville Guild System: Another interesting example of a promotion built around an idea rather than the product is a merchandising plan developed by the Johns-Manville Corporation of New York.

The system was defined by the Johns-Manville company as a "union of the merchandising power of manufacturer, dealer, contractor, architect, realtor, and financing agency into a co-operative selling operation which protects the identity and the prerogatives of each." Its objective was to organize all the sales promotional forces in the building industry behind the retail dealer, and by making him prosperous, promote the prosperity of the entire building industry, including the Johns-Manville Corporation.

The plan provided for undertaking, in several regions, an aggressive training program for dealers' salesmen. Complete sales kits were furnished these salesmen, including estimating books,

Examples of Sales Promotion Budgets

Line of Business (Number of Companies Investigated)	Folders and Broadsides	Catalogs and Booklets	Window and Store Display	Letters and Postage	All Other Forms
Store fixtures (28)	22 2	17 3	3 6	9 8	47 1
Food products (35)	13 9	10 7	16 3	4 1	55 0
Building materials (52)	22 0	14 0	1 0	11 0	52 0
Leather goods (21)	12 8	15 2	11 2	21 2	39 6
Household equipment (83)	28 4	11 1	2 3	18 0	40 2
Machinery manufacturers (45)	18 0	15 0	0 0	13 0	54 0
Jewelry (20)	27 9	40 9	0 7	16 8	13 7
Clothing (75)	13 2	6 8	6 1	39 8	34 1
Office equipment (27)	13 4	18 1	0 6	18 5	49 4
Chemicals (19)	13 5	28 0	1 5	21 0	36 0
Steel supplies (18)	12 5	14 3	0 0	12 5	60 7
Investment houses (27)	16 4	5 1	0 2	24 0	54 1
Scientific instruments (10)	9 0	11 7	0 9	7 8	70 6
Confectioners (10)	16 7	12 8	22 5	1 6	46 4
Automobile accessories (12)	26 6	10 9	1 5	7 9	52 9
Hardware (41)	15 7	30 6	1 1	15 6	37 0
Drug supplies (7)	15 1	5 7	4 7	15 1	59 2
Sporting goods (7)	15 1	14 7	0 8	7 1	63 9
Novelties (14)	15 3	20 9	4 0	19 1	44 3
Associations (11)	27 8	17 8	0 7	21 2	32 5
Textiles (13)	14 3	17 4	0 4	44 6	23 1
Musical instruments (15)	17 6	23 4	0 4	8 2	50 4
Fuel products (13)	7 5	6 8	0 9	25 2	59 6
Miscellaneous (57)	19 5	21 3	2 0	12 4	44 8
Average	17 2	16 2	1 4	16 5	46 7

A detailed breakdown of the sales promotion budgets of 221 selected companies checked by Dartnell editors in preparing this HANDBOOK will be found in the Appendix.

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management handbook for sales managers, sales manuals for salesmen, etc. The guild salesmen, under the direction of the dealer, sold the services and products of all guild members to the consumer. This plan was discontinued during the war, and was later taken over as an industry activity.

Marshall Field's Store Promotions: This same principle of building promotions around an idea is also found in the prevailing practice of leading retail establishments. Marshall Field & Company of Chicago, for example, in an effort to "trade up" its customers staged a "quality" exhibition. A special section of the store was used for the purpose. Manufacturers of quality products were invited to cooperate. Merchandise of high quality, suitably tagged and explained, was featured beside similar products made to sell at a price. The greater values offered by the higher-priced products were thus clearly shown and demonstrated to the thousands of customers who saw the exhibition. Promotions of this sort have a decided effect in stepping up the unit of sale, and tend to focus purchases on merchandise most likely to enhance the reputation of the store. The National Retail Merchants Association's Sales Promotion Budget Planning Calendar (suggesting promotions for each month) is useful for this purpose.

FITTING PROMOTION TO MARKETING POLICY

It will be noted in the foregoing experiences that in most cases the program was focused on the *one* main objection encountered in selling the product. So we conclude that the first thing that should be done before spending any large sum of money for promotion, is to determine what this *one* main objection is to the sale of your product.

Most sales executives think they know the principal reason more people do not buy their product. In only a few cases, however, has any systematic effort been made to determine the exact reasons. In a number of cases, our men were told one thing by one executive, and another by some other executive of the same company. Salesmen had one idea; sales managers, another; and the head of the business, still another. These reasons should be more accurately determined.

Another fundamental that must be considered in setting up a marketing budget, of which sales promotion is to be a part, is the markets which you can profit *most* by serving. Then concentrate sales promotional effort on those markets.

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Order Analysis as a Basis of Planning: This can be done by an analysis of orders. What group of customers is giving you a type of order that yields a good profit? Are you dissipating too large a portion of your sales promotional effort on a segment of your total market which produces less than 20 per cent of your business? Are you spending too much for promoting sales to customers whose purchases are so small that all the profits are absorbed in service?

Then analyze your orders to see what happens to your product from the time it leaves the source to its final use. Some amazing discoveries have been made when such research has been undertaken. Obstacles which no one suspected as existing have thus been brought to light. Facts so obtained can be used to increase the results from a sales promotional effort.

Still another point to be considered is the extent of the sales promotional effort, with relation to the markets which can most profitably be served. Very often there are markets in which competition is firmly entrenched, where selling costs are excessive, or freight rates unfavorable. These can profitably be passed over in the planning, and the money spent more advantageously in other markets.

Similar studies should be made prior to spending any sizable sum of money for sales promotional effort. The facts required can often be gathered by somebody in the sales department; more often it is advisable to employ the services of a research organization equipped to do this sort of job. Again, the services of your advertising agency may be employed. In any event, make sure that whoever is making the analysis has no axe to grind. Otherwise he might set out to prove a preconceived opinion.

Using Salesmen to Survey Customer Needs: Valuable information may also be obtained for planning sales promotional activities by requiring periodical reports from salesmen. It was observed that some companies feel salesmen should not be asked to do any "paper work" whatever, such as making out reports, for fear it will take time away from selling. Going to the other extreme, some sales managers load salesmen with so much "paper work" they have to devote most of their evenings to that.

Is there a happy medium? In the case of salesmen calling on established trade, a periodical check-up, such as the Westinghouse dealer merchandise survey, is as helpful to the salesman himself as it is to the management. It forces a salesman to sit down and concentrate on each customer for at least 20

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minutes once a year. In order to intelligently make out this survey sheet, a salesman must get certain information that will be useful in handling that account. The survey enables him to get that information.

The Coca-Cola Store Survey Plan: This same survey plan, your investigators found, has been successfully used by the Coca-Cola Company in promoting the sale of coolers. Wagon salesmen are furnished with survey forms, asking certain vital information from the dealer. The salesman devotes one call to getting this survey sheet filled out. Then he takes it home and studies it. From it he gets data upon which to base his sales talk. A few days later he goes back and, with the data from the survey sheet, makes the sale. Later these survey sheets provide the home office sales promotional department with useful information for planning promotional and advertising activities.

Use of Mail Questionnaires for Gathering Data: In former years many companies depended largely upon information which could be obtained by mail as a basis of planning a sales promotional program. But this practice is waning. There are two reasons: (1) The unreliability of information obtained through questionnaires, (2) the increasing percentage of customers who go berserk when it comes to taking the time to fill out questionnaires. The multiplicity of questionnaires from governmental agencies seems to have created a hearty dislike for that method. This is particularly true of dealers.

However, many lines of business and many types of buyers will cheerfully fill out questionnaires, if confined to a few intelligent "yes" and "no" questions. We found a number of companies using questionnaires of this type for getting essential information in connection with advertising media; suggestions for improving utility value of dealer-helps, etc. The trend, however, is away from this type of research work.

How U. S. Tire Schedules Promotion by Seasons: One company which arranged its efforts into an organized series of promotions, rather than making them a continuing proposition, was the U. S. Tire Mutual Corporation, dealer-help subsidiary of the United States Tire Company of New York.

This company used *four* distinct promotions during the year. These four promotions were scheduled at one time, and full information about them was released to dealers 2 months prior to the time the first promotion was scheduled to start. These cam-

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paings were sold to the dealer by the promotional subsidiary company; thus any sales promotional contract made by the independent company had nothing to do with the sale of tires or the contracts of the tire company.

It is not too much to say that the success of any program for enlisting dealer support for promotions is dependent on timing. The whole series of promotions should be organized and submitted to distributors and dealers at least 60 days prior to the beginning of the first promotion.

Most of the companies which meet with poor success in getting sales promotions work too close to schedule. Local co-operators *must* be given ample time to make all local arrangements, build mailing lists, and develop acceptance within their own organizations for the necessary expenditure of time and effort.

How to Get Dealers to Set Budgets: The first thing in timing a promotion, as for example in the program of the United States Tire Company, is to get dealers to resolve to get a definite volume of increased business in a certain period. This is called a "loading" or a "bogie" or an "objective." It is best not to use the term "quota" as that smacks of high-pressure methods.

In the build-up for the promotion, supply dealers with data on the probable increase in business for the industry and endeavor to get them to "get their share of the increased business which is going to be available this summer." Send them something so that they can pledge *themselves* to get more business.

Point out to dealers that in order to get this increased volume of business, they must make an increased sales and sales promotional effort. In other words, if the average expenditures for sales promotion among the leaders in your industry is 3 per cent of purchases, then they should increase their sales promotional budget to line up with their sales expectancy for the period.

Get dealers to break that budget down into a series of promotions, allocating a fixed amount for each promotion. The amount should be in relation to the seasonal sales opportunity. For example, the U. S. Tire campaign was based on the following flow of retail tire sales through the year:

First Quarter—January, February, March	19.4%
Second Quarter—April, May, June	31.3%
Third Quarter—July, August, September	29.1%
Fourth Quarter—October, November, December	20.2%

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Such figures for national averages will vary greatly, of course, in different sections of the country. But in every line of business there are average figures which can be used in helping the distributor plan his programs. In many cases he is able to supply his own percentages from his own records and experience.

Dealer Advertising Ratios in One Line: As an example of how cost ratios relate to sales, the following table has been compiled from figures supplied by the National Appliance & Radio-TV Dealers Association. While these figures apply for only two particular years in a certain line, they show a pattern of allocation which is generally typical.

COST RATIOS ACCORDING TO SIZE OF DEALER

	All Dealers	Sales Over \$500,000	Sales \$250,000 to \$500,000	Sales \$150,000 to \$250,000	Sales \$75,000 to \$150,000	Sales Under \$75,000
Net Sales	100 0 100 0	100 0 100 0	100 0 100 0	100 0 100 0	100 0 100 0	100 0 100 0
Gross Margin	32 9 32 0	34 9 32 6	33 0 31 4	31 9 31 4	29 9 31 6	34 6 31 3
Total Operating Costs	30 6 28 8	31 3 29 7	31 3 29 6	31 3 27 0	25 2 26 9	28 7 33 1
Administrative	21 2 20 6	21 3 21 5	22 4 20 8	21 8 18 5	16 5 20 1	19 6 20 4
Managerial Pay	3 4 3 6	3 2 3 7	3 6 2 9	2 4 2 7	3 3 6 5	4 4 5 3
Office Salaries	2 2 2 1	2 2 2 2	2 5 2 1	2 5 2 0	1 3 1 6	1 6 1 1
Salesmen's Pay	5 6 5 7	6 3 6 2	5 9 6 0	4 8 5 2	3 8 3 6	2 5 2 6
Servicing	6 0 5 1	5 7 5 4	6 2 5 5	7 5 4 4	5 1 4 3	4 7 7 5
Vehicle Expense	2 4 2 4	2 4 2 3	2 4 2 4	3 2 3 0	1 7 2 5	4 8 2 3
Other Administrative Cost	1 6 1 7	1 5 1 7	1 8 1 9	1 4 1 2	1 3 1 6	1 6 1 6
Occupancy Expense	2 5 2 5	2 3 1 8	2 6 3 0	2 7 2 6	2 9 1 3	3 3 4 6
Advertising Costs	2 5 2 6	2 6 3 0	2 3 2 6	2 9 2 7	2 4 2 3	2 8 4 1
Bad Debt Losses	0 4 0 2	0 5 0 1	0 3 0 2	0 3 0 2	0 2 0 2	0 2 0 1
All Other Expense	4 0 2 9	4 6 3 1	3 7 3 0	3 6 3 0	3 2 3 0	2 8 3 9
Net Operating Profit	2 3 3 2	3 7 2 9	1 7 1 8	2 6 4 4	4 7 2 6	5 9 -1 7

THE BUDGET FOR SALES PROMOTION

Rating Dealers and Distributors: A lot of good "heat" goes up the chimney as a result of failure to classify those upon whom the sales promotional money will be spent. It is well known, for example, that most companies get 70 per cent of their business from less than 30 per cent of their customers. It is also a fact, not so well known, that most sales promotional programs do not distinguish between these "bread and butter" customers and those who buy in relatively small amounts and whose value to the business, so far as future growth goes, is negligible. While it is true that the big accounts of today were once small accounts, there is a danger in helping any customer who asks for help of dissipating too large a portion of what is budgeted for sales promotion on fringe accounts.

To gear the promotional effort closely to those customers who give us most of our business, more and more companies are using dealer ratings. By means of questionnaires, filled out by the salesman or the dealer himself, an estimate is reached as to a customer's potential value to the business, his ability to make good use of promotional materials furnished to him, and his standing in the community. An incidental benefit from such a plan is that it establishes, without prejudice, a dealer's rating so no one can say one dealer is being rendered a service which the company is not offering to his competitors. It also helps to resolve the question of status: Does the account measure up to the company's definition of a wholesaler, retailer, or what have you? Most sales executives leave it to the territorial salesman to decide a buyer status. Naturally they are prejudiced in favor of getting an order. When the customer is required to fill out a rating blank for the salesman to mail with the initial order, salesmen are more critical of the nature of the buyer's business.

A good many retailers, who sell a few products locally in a distributor capacity and insist upon having the wholesaler's discount, are forced to admit they are not really wholesalers according to the company's rating plan. It protects the salesman, other legitimate wholesalers, and the company.

Rating forms usually bear down heavily on the ability of the prospective dealer or distributor to cooperate in sales promotions undertaken by the company. For example, one manufacturer rates prospective dealers for its line of farm machinery on such points as those shown on the next page.

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1. Approximate wholesale value of machines and parts.
(last year) (this year) (next year-est.)
2. How much did dealer invest in all kinds of advertising?
(last year) (this year)
3. How much will the dealer spend on local advertising next year?
\$..... How will he spend it?
4. What is dealer's attitude toward modern merchandising?
☐ enthusiastic ☐ moderate ☐ negative

With a rating plan in operation, distributors and dealers can be grouped and tabled in such a way that the more expensive dealer helps can be restricted to those groups most likely to use them to best advantage. The bulk of the appropriation is thus concentrated on customers from whom the company gets the bulk of its business and who hold out the most promise of growth. Dealers or customers rated as negative so far as modern merchandising methods go, can be helped less expensively.

Information Needed to Rate Distributors: In order to set up a rating scheme for a distributor organization, factual information is needed, depending upon the nature of the business. One company requires its salesmen to secure this information, either when the account is opened or as soon after as is practicable. Each salesman is furnished a list of questions as a basis for obtaining the information. The questions follow:

DISTRIBUTORS SALES ORGANIZATION

1. Wholesale men. Number employed.
2. Wholesale men having received initial sales training and demonstration instruction.
3. Wholesale salesmen actually proficient in demonstration.
4. Wholesale men with a fundamental knowledge of service and repairs.
5. Wholesale men able to instruct and train retail dealers.
6. Wholesale men using training films, how-to-sell book, and other material with dealers.

DISTRIBUTORS SERVICE ORGANIZATION

1. Service manager and servicemen instructed in service and repair.
2. Service and repair setup completed.
3. Repair parts stock purchased.
4. Supplies stock purchased.
5. Parts and supplies merchandising program undertaken.
6. Guarantee procedure understood.

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DISTRIBUTORS ADMINISTRATION OF 50-50 AD FUND

- | | |
|--|-------|
| 1. Assignment of responsibility made. | ----- |
| 2. Explanation of fund use understood. | ----- |
| 3. Restrictions on chargeable material understood. | -- |
| 4. Dealer program scheduled. | - -- |

DISTRIBUTORS DEALER ORGANIZATION

- | | |
|---|--------|
| 1. Dealers franchised. | |
| 2. Dealers receiving one or more machines monthly. | - |
| 3. Dealers sold and using: | |
| a. Background display. | --- |
| b. Neon sign. | - - -- |
| c. Parts display case. | - -- |
| d. Parts and supplies deal. | |
| e. Wall banner. | - - |
| f. Window decal. | --- |
| g. Window trim. | |
| h. Full line folders. | |
| i. Yarn crafters. | -- |
| 4. Dealers given demonstration and sales training. | - |
| 5. Dealers given service instruction. | - |
| 6. Dealers supplied with presentation catalog | |
| 7. Dealers supplied with how-to-sell book | |
| 8. Dealers who have seen film "Sewing Machine, Domestic & You." | |
| 9. Dealers who have seen film "It's Big Business." | - |
| 10. Dealers receiving "Domestic Affairs." | |

DISTRIBUTORS MONTHLY REPORTS

- | | |
|---------------------------------------|-----|
| 1. Assignment of responsibility made. | - - |
| 2. Reports completed. | |

What are this Distributor's recommendations and suggestions?

If it is not deemed practical to use salesmen to secure this type of information, the use of special men may be considered. Some companies have used undergraduates from colleges specializing in marketing to obtain rating information during summer vacations. But care must be used to make sure it is accurate. This requires supervision and some spot checking.

Information Needed to Rate Dealers: The procedure in getting the information necessary to rate dealers for sales promotional purposes, when the product is sold directly to dealers, is similar to the procedure used in rating wholesalers. In the case of the new dealer, the information required is used by both the sales promotional department to establish a rating, and by the credit department to establish the line of credit.

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CONFIDENTIAL
DEALER POINT SURVEY REPORT

JABOL DATA		Date		19
Town	County	State		
Population (town)	Population (trading area)			
Nearest large city	Distance	Mi	Transportation	
Municipal water supply	Water prt surf			
No Electric Motors	Gas Meters	Water Meters		
Does surrounding country have utility power?				
What chains have stores in town?				
How many washer dealers?				
Make				
Estimate total potential market for laundry equip next 12 months				
Automatics	Agitators	Ironers		
STOCKING DATA				
Dealer's Firm Name		Address		
Type of Business				
Years in business	Year selling laundry equip			
Did dealer previously sell the Speed Queen line?				
When				
Brands Now Selling				
Automatic washers	Non Automatic			
Refrigerators	Freezers	Ironers		
Electric Ranges	Gas Ranges			
Water Heaters Electric	Gas			
Radios	Liners			
Other major appliances				
Character of location	Loading facilities			
Character of property size	Age		Appearance	
Store layout (good or poor)	Site for Q line (approx)		sq ft	
Does dealer have complete service dept?				
Val wa her parts inv \$				
If no service Dept now will he set up S Q service?				
Any outside business interests?				
Is dealer aggressive type?				
How does he stand in community?				
FINANCIAL DATA				
D-B Rating	Credit Limit	Terms		
Bank Reference				
Credit Reference				
Credit Reference				
App Value Inventory as of	19	\$		
Facilities for financing sales				
Does dealer own or rent store?				
Does he plan any store expansion?				

Form 575

To effectively cooperate with dealers and distributors, it is important that the sales promotion department, as well as the credit department, have a complete picture of each account. The above form is typical of many used for this purpose. It is filled out either by the salesman or by a sales promotion fieldman and used for rating the dealer. On the basis of these ratings both salesman's time and sales promotion are allocated

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How One Manufacturer Sets Distributor Quotas: Another popular method of setting the "loadings" for distributors and distributors' salesmen is to chart each sales territory, and furnish distributors with "exposure" charts to point up their sales effort. These charts, which are 17 by 22 inches in size according to an explanatory letter of transmittal, give the following sales information about a territory:

1. State.
2. County.
3. City. (All cities of 1,000 population or over are listed.) Let me point out here that we show in the "city" column, the *number* of radio dealers for whom we received radio franchises last season. This is a guide for your performance this year.
4. Population.
5. Radio Quotas. (Dealer Quotas, and Sales Quotas by units for each county.)
6. Salesman. (Each salesman's territory is to be numbered.)
7. Number of Refrigerator Dealers Franchised. (Your Radio Dealer Prospects.) On your chart we have typed the names of those dealers for whom we have received refrigerator franchises.
8. Other Radio Dealer Prospects.
9. Radio Dealers Franchised.

It is evident, therefore, that the foregoing analysis affords:

1. An instant analysis of your complete territory as to the cities and towns where you should secure radio dealers.
2. Your Radio Sales Quotas by units for each county.
3. By cities, the number of radio dealers franchised last year.
4. The names listed by cities of all the refrigerator dealers franchised this season—an extremely important factor, *as every one of your present refrigerator dealers is a potential Stewart-Warner Radio Dealer Prospect this coming year.*

The charts are sufficiently large to provide a distributor with a complete master record upon which he can make notations as salesmen report on each call. The charts are bound in a large hard-cover binder, so that they will not be folded up and misplaced. They are always ready for use. Distributors are also furnished with blank 8½- by 11-inch forms which they are instructed to fill out and hand to each salesman. From these salesman's sheets the master "Exposure" chart is posted. These individual salesman's sheets list the towns which the salesman covers; give the population of each town and the radio sales quota for each town; list the names of the present refrigeration dealers and the names of the prospective radio dealers; and carry a space where the salesman notes the disposition to be made

THE BUDGET FOR SALES PROMOTION

of each name—that is, whether the prospect was sold, not sold, deferred, etc. The sheet also shows the name and number of salesman's territory, as posted on the "Exposure" chart at the office, and his quota or task for the current year.

It has been found by the manufacturer using this particular device that the chart, together with the salesman's quota forms, affords a distributor definite sales control of each territory; and for the same reason, provides the manufacturer with the control he needs to establish a reasonable factory quota.

How Much Should the Customer Pay? We find there are three schools of thought on this question. One group, the most numerous, believes that the dealer should pay half the cost of a sales promotional campaign. Another group, not so numerous, believes the manufacturer should pay all and add it to the selling price. The third group, the minority, believes the dealer should pay all. There are even some in this group who expect to make enough on advertising helps sold to dealers and customers to cover the entire production cost of the units.

The trend varies a great deal from decade to decade. At one time, manufacturers are willing to pay a substantial share of the promotional costs and to exercise a large degree of control over the use of it. At other times, dealers are expected to stand for at least half of the costs of promotion efforts. However, some of the most successful operations have been those in which it has been consistently held that store promotion is a primary responsibility of the manufacturer, the cost of which comes out of increased sales volume, and consequently greater profits. Dealer turnover is also reduced, these manufacturers claim, through such services.

When the Dealer Pays All: It seems to be only the exceptional companies which make the dealer pay all, although a large number of companies have tried to do so. The local dealer and even the local distributor are seldom good promotion people. Except in rare cases, they do not know what's good for their own interests. For that reason, it would seem that many of the companies now trying to push this work onto distributors are making a mistake if they want to get maximum results from the big expenditures that they are making in national advertising.

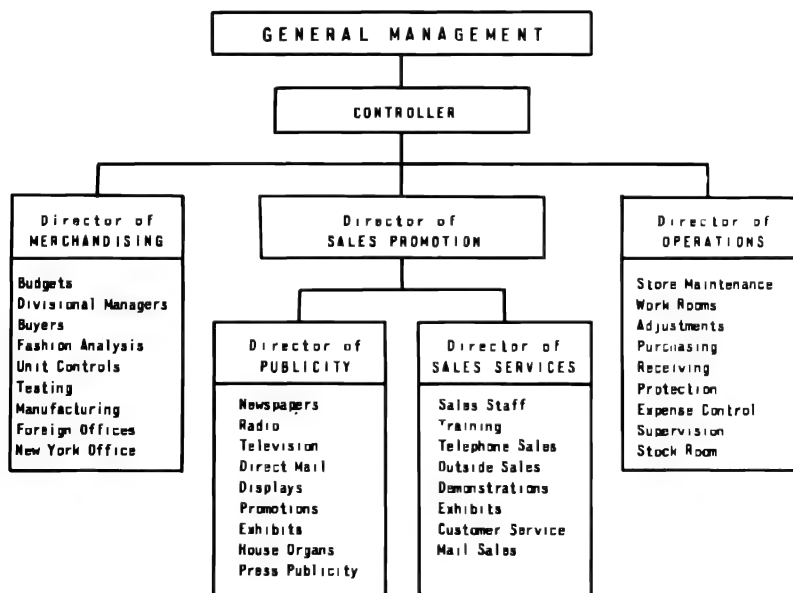
An increasing number of companies have set up subsidiaries for the express purpose of helping distributors or dealers to promote the sale of their products, in the nature of a cooperative venture. The cost of operating the division or the company is

SALES PROMOTION HANDBOOK

prorated among the participating customers. There is much to be said in favor of this plan, especially if a company is operating in a price market, where increased service would have to be reflected in higher prices to the customer.

CONTROLLING EXPENSE AGAINST BUDGET

A budget is only as good as the way it is used. This is especially true of sales promotional budgets because of the pressure from within the organization and outside of it to undertake some "special" promotional project which is "bound to produce a sales increase." There is only one way to operate a budget and that is to stick to it. But, by the same token, before the budget is drawn and approved, great care should be taken to make sure the activities it covers are important to the long-range marketing program of the company, and that the first things have been put first. Too often it has been discovered too late that some



When the control of sales promotional expenses is essential to a marketing operation, some check of expenditures against the budget is necessary. A growing number of companies clear all sales expense through a controller who functions as an assistant to the sales officer. This is a chart of a retail store operation.

THE BUDGET FOR SALES PROMOTION

activities were put in the budget out of habit, or because some highly placed executive thought they ought to be done. Another bad habit in budgeting is to draw it up on the basis of what was spent last year. If budgeting has a weakness, it is the pressure exerted on those whose spending it controls, to come out at the end of the year with the appropriation 100 per cent spent. They, perhaps with good reason, seem to fear unless they spend all the money that was allotted to them, they will be penalized next year.

Budget controls are therefore not only necessary, but they should be set up so that there will not be too much of a gap between the time the money is spent and when it is charged to a running total on the budget. This is especially important in multiple sales division operations. In that connection, a management engineer called in to evaluate one company's methods of controlling budget expenditures made the following report:

Studies of your advertising expense disclosed such a variation in costs for the same groups of products under similar conditions, that these recommendations are made:

1. A flexible standard unit cost is proposed for each product group by sales divisions. A spread in the allowable cost permits the less developed areas to spend more in proportion, realizing that a somewhat different advertising job is required.
2. The advertising budget should be balanced by product groups within sales areas as well as by total.
3. The expense for advertising, set up in the price of each product, should be no greater than the expense needed properly to advertise that product.
4. Advertising expense by product groups should be distributed to the sales areas in proportion to probable advertising income on the tonnage expected.

Each product group seemed to have its own distinct pattern. Naturally the pattern for some products was much larger than for others. Limited demands or markets naturally limit the amount which one can afford to spend in advertising. Plans should be made to test advertising at the point of sale. In the meantime the flexible cost standards by product groups provide a valuable profit control.

Monthly Checkups: One corporation makes it a practice to have its financial analysts interview department heads about the middle of each month to determine whether budgets will be exceeded for the current period. While "budget vs. expense" remains the controlling factor, forecasting results before the end of the month serves three purposes: It emphasizes the overexpenditure to the sales promotion manager; it alerts the financial department so that it may defer optional expenses for that

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month; and provides, in advance, explanations for top management when monthly budgets are exceeded.

Expense Control Records: To operate the budget it is customary to have a hard-hitting control system. Depending upon how the budget is set up, records are maintained which will give the *essential* control information and no more. There is a tremendous loss of profits by businesses which go on year after year compiling sales information which is never used, or else not used frequently enough to warrant the expense of preparing it. When the expenses are "spread" against distributors or dealers, one of the simplest systems is to keep a "control" folder for each account. The folder, in addition to providing information of value in servicing the account, shows what the company can afford to spend in a calendar year to promote that dealer's sales. This service (in code) is shown on the front of the folder, and as expenses, direct or indirect, are incurred, the charges are posted and the remainder available is shown. This type of record is especially valuable where the sales agent type of distributor is used, or in the case of branch offices where the branch manager shares in the net profit of his branch operation. Red clip-on signals are used when an agent or distributor has spent his advertising allotment.

Job Control Envelopes: Another leaky faucet in sales promotional operations is the excessive cost of corrections on printed jobs, spending too much for unimportant display pieces, etc. It is advisable to run a control on every job of this kind. Most companies use cards. But there is much to be said in favor of using 8½- by 11-inch Manila envelopes for this purpose, filed in a regular desk side cabinet by number, with card index cross-reference. On the face of the envelope full information appears concerning the quantities printed, the way the materials were used, the cost, source of supply, and a summary of the returns.

The advantage of the large envelope is that it enables a sales promotion man to place in it samples of the letters, enclosures, etc., as well as carbon copies of letters of instruction and other information concerning that particular piece of promotion.

Record sheets, showing the day-by-day returns on the mailing, if such records are required, may be kept in the sales promotion manager's desk until the returns from the mailing are completed. After that they may be transferred to the large envelope.

Customer Records on McBee Cards: Where promotional campaigns must be broken down so that a different effort is used

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for a different group of prospects or customers, there are advantages in keeping these records on McBee cards. This is a regular card index record on which any desired information may be written, but notches are punched around the edge of the card according to the way it is to be selected. To select one or more classifications for addressing or following up, the selecting device is set for those classifications and the cards automatically picked out. These advantages can also be obtained by the use of the Findex system, which is somewhat similar in principle, except that the cards are larger and not quite so convenient.

Customer Records on Addressing Stencils: Where the need for recording information on cards is limited, control may be obtained by the use of signaling and tabbing devices on either Addressograph plates or Elliott stencils. The same plates or stencils, of course, are used for the addressing.

The majority of companies checked used the Addressograph system, with the new type of address plate which has a pivot tab that can be quickly put in position for selecting any required names. These tabs pivot, and as a sales promotion manager goes through the list, he can push over the tabs with his pencil on all plates to be addressed. This device is very valuable in promotional work.

The compactness of the Elliott system makes it popular with many sales promotional departments. This system uses a fiber stencil which can be cut on any typewriter. Selections can be made in a number of groups at one setting of the selector. For example, you can select names for ratings, line of business, and position of individual at one time. Large record cards may be used with this system which also carry the addressing stencil.

Visible Control Through Card Records: While there are a few concerns which still depend upon the old map-and-tack systems and washable maps for controlling sales promotional effort, the most common practice is the use of visible card records, with signal tabs along the lower edge of the card.

One company which depends upon the cooperation of its salesmen in getting distribution for promotional literature and store material, uses envelopes instead of cards for this record. The envelopes are arranged in steps just as the cards would be, but they are open at the right end so that the reports from the salesmen, sales slips, and other documents can be slipped into the envelope to provide a complete working control.

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INTENSIVE drives to attain some specific objective in marketing date back to Elizabethan times when Guild members, wishing to move off a heavy inventory and improve their cash position, pooled their wits and resources in an all-out effort to get people to buy their handicrafts. In modern marketing the same methods, on a larger scale perhaps, are used to get quick acceptance for a new product, step up the sale of the more profitable items in a line, sell assortments of products, open up new accounts, and other purposes. In fact, when conditions arise which make it difficult for salesmen to sell merchandise as such, some alert companies have been able to develop a promotional "package" which buyers bought readily. They bought a plan to increase their sales, and not just more merchandise.

Cessna's Campaign: The Cessna Aircraft Company was confronted with a sales problem which developed when pilots stopped buying their own planes. Industry advertising had been based on "the thrill of the wild blue," and the joys of vacationing in one's own plane. Finally, Cessna developed a strategy that gave strong business reasons to justify the emotional desire for the excitement and pleasure of piloting a plane.

As told by Gifford M. Booth, director of advertising and sales promotion:

"It became apparent that the number of people learning to fly would have to be increased, and the base of general aviation broadened, if there were to be opportunities for continued growth in our business. To increase the number of people learning to fly became a Cessna marketing objective, and we embarked on a world-wide 'Learn to Fly' campaign. We knew some of the motivations favoring 'Learn to Fly'—the fun and thrill of flying, the excitement, the fun of going places, the business advantages and time saved. We were aware of the ob-

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jections—the cost of learning to fly, the cost of buying a plane, and the fear of flying.

"In our search for the strongest sales appeal we conducted some audience research with the help of Time Magazine and found that 'fun' was 'very important' to 90 per cent of the new pilots. No matter how we asked the question, we got the same answer. It became clear to us the distinctive difference—the strongest sales appeal, the real motivation for learning to fly is fun!

"With this information we produced a full-page ad which appeared in Life—'If You've Never Flown an Airplane, \$5 will Buy the FUN of your First Flying Lesson!' We put the prospect on the left side, the pilot's side, with a qualified instructor at his right, and let him climb, glide and turn the Cessna 150 in a 15- to 20-minute 'trial flight' to give him or her an idea of what learning to fly is like, and they can decide whether to go ahead on a solo course or a full private-pilot's license course.

"Another ad followed—'If You've Never Flown an Airplane—COME AND ENJOY A \$5 LOOK AT A NEW WORLD. The view is the Lake of the Ozarks, but it's typical of the scene that could be yours any place in the world. The offer is available in Britain, Australia, South Africa, in the Caribbean and in Latin America!'

"How are we doing with the campaign? We selected 50 Cessna dealers from whom we get specific information twice each month in a telephone survey. From this we can project an estimate of the business our dealers are now doing in the field of flight instruction and the acquisition of new students.

"From this playback, we know the campaign has generated several millions of dollars of new business that our dealerships have not had before—business that we would not have had without this series of ads aimed at bringing new people into aviation."

While the ads were running, Cessna sent letters to 30,000 pilots and organized a nationwide gift certificate program offering flying courses ranging from \$5 to \$650. Again quoting Mr. Booth:

"In 1952 Cessna sold 4 million dollars' worth of private airplanes. In 1953 it was 7 million. But in 1964 it was 71 million and in 1965 it was 93 million.

"Since 1956, Cessna has enjoyed nearly half of the total industry sales. All of our ads this year carry the line—'More people fly Cessnas than any other make!'"

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Constructive Campaigning: A constructive use of sales campaigning is found in the practice of companies selling a long line of products through wholesale distributors. The salesmen of these distributors sometimes sell several thousand different items. They don't know too much about any of them. They content themselves with dashing into a town, barging into the customer's store or place of business and asking: "What ya got on the hook for me this morning, Jim?" Jim says he has been too busy to put anything on the hook, but he thinks he needs "a few cases of White Laundry Soap." The salesman hastily writes up an order for two cases of White Laundry Soap and rushes on to the next town.

Now this particular company issued a weekly price list for the guidance of its selling organization. So to encourage its several thousand salesmen to be more than order takers, it used the front and back covers of each weekly price list to announce a competitive selling activity on behalf of *one* product in its line. Over the year that meant 52 specialized drives for 52 different products—products which had good repeat qualities and which called for creative selling. To rate in the competition the salesman had to at least try to get, in addition to what the dealer had on "the hook," an order for the week's "special." In order to do that each salesman had to acquaint himself with the sales points of those products, so that over the year he learned a lot about 52 of the company's products which he either never knew or had forgotten. But most important, it taught the salesmen that it was not hard to get larger orders if you *asked* for larger orders.

Another constructive use for sales promotional campaigns is to get more orders for auxiliary products. Coca-Cola, for example, depends a great deal on coolers to increase sales. The more storekeepers that install coolers, the more Coca-Cola will be sold, not only by that particular store, but by the territorial bottler and the Coca-Cola company which makes the syrup. So it has long been the practice of this astute merchandiser to put on a cooler campaign at the beginning of the peak season. Driver-salesmen are encouraged to get as many of their customers as possible to buy coolers and give them preferred positions in their stores. Since selling coolers is work over and beyond the driver's job of selling Coca-Cola, points good for merchandise prizes are usually awarded to those drivers who do a good cooler-selling job.

To make it as easy and simple as possible for the driver to "fit" the cooler into what is usually an overcrowded store, Coca-Cola furnishes salesmen with paper patterns which the driver

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can lay on the floor where he thinks the cooler should go, and the storekeeper can "visualize" how little room will be required. On the paper pattern is printed the many reasons why it pays a store owner to install a red Coca-Cola cooler. It would be hard to estimate how many thousands of cases of "Coke" have been sold as a result of these cooler promotions.

Kitchen-Kraft's Plan-a-Kitchen Kit: The most effective campaigns are those which render a definite service to the public, and are therefore in the nature of a public service. Too often the theme of a campaign is obviously selfish, and while it may seem successful it does not follow that it might not have been even more successful if service to the customer had been placed before service to the seller. Typical of this type of service campaign is one that was conducted for steel kitchen equipment.

To meet the intense competition which developed in this field with increased home construction, the manufacturer switched its promotional emphasis from selling steel cabinets to helping home owners modernize their kitchens. While the idea was not new, the company introduced variations in the promotion which gave it widespread acceptance, such as a pad of ruled planning sheets, plastic rulers for using the sheets, and a draftsman's triangular scale and pencil. The use of these tools in kitchen planning was explained and shown in action by means of a Kitchen Planning Kit made available through dealers. The kit was advertised in national publications, and Kitchen-Kraft dealers who wished to tie in with the national advertising were given promotional materials to help them turn the interest into sales.

A New Look at Paper: In describing the planning and implementation of a recent company campaign, Douglas A. Brown, marketing services, Champion Papers, Inc., reports:

"As recently as two years ago, almost all paper advertising and promotion looked the same. It reflected the stability and product integrity of well-established, old-line paper manufacturers, but did little to instill a feeling of progress. At that time, Champion Papers had just undergone a major corporate reorganization, and along with it came changes of direction in sales, marketing, and advertising.

"In developing and implementing an entirely new advertising and promotional program, our company established three objectives that might be considered somewhat unrealistic: The first, to be different from other companies; secondly, to establish new attitudes toward paper. The first two objectives support

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the third, which is to generate new interest, or more specifically, a new realization of the importance of paper as a singular creative element.

"We try to convey the idea that paper is equally as important an element in the preparation of printing material as art, design, typography, etc., and that paper, used effectively, can enhance any printed piece.

"With these thoughts in mind, an entirely new concept for Champion Papers' advertising and promotion was evolved; its theme, 'Imagination.' Imagination in the use of paper. It is reflected in our internal efforts to establish a positive and progressive corporate identity for the company. It is evident in our over-all marketing program.

"In every instance we attempt to prove the power of paper when used with imagination and creativity. And, hopefully, in every instance we attempt to maintain design integrity, but at the same time implement functional applications of paper.

"Our advertising agency, Needham, Harper & Steers, is allowed complete creative license in establishing initial copy and art direction. The only necessary limitations are dictated by practical applications. This necessitates a close working relationship between our advertising people and the agency to produce the best possible end result.

"Champion Papers' products are shaped into selling tools designed to make our merchants' selling job easier. They are designed with the hope of providing a source of creative ideas for our customers, and at the same time stimulate our customers in conceiving their own ideas.

"Of course, we direct our advertising and promotional material to people in the graphic arts field; in other words, the specifiers of paper. One of our ads appeared in such magazines as 'Time,' 'Fortune,' 'Business Week,' and 'The New Yorker.' It attempted to establish a concept, to convey what can be done with paper through the theme line, 'consider the power of paper used with imagination.' All of the ads in this series are built around this phrase.

"These advertisements take our message to our customers and potential customers through the mass media. But, we must also contact our printers and creative people directly, and one way we do this is through one of our publications, the 'Printing Salesman's Herald,' written by printers for printers, and designed by leading artists. The 'Herald' outlines new ways for the printing salesman to sell, and provides other useful infor-

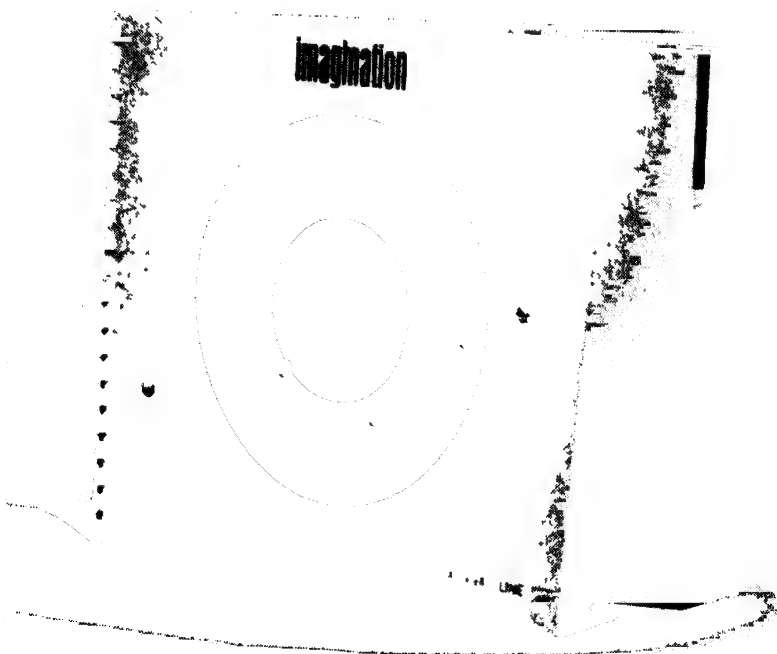
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mation to the trade. The publication also contains examples of fine printing and reproduction techniques on our papers.

"The Merchant Salesman" is a publication used to carry developments pertaining to the imagination program and news of important activities within the company to our merchants.

"For the artist, we have the popular and functional Carnival Combinations Kit, a compact set of indexed booklets that opens a new world of colored inks and colored papers. Each of the booklets demonstrates the various effects of different halftone treatments with any given combination of colored inks and Carnival colored papers.

"The basic and most important element of our program, however, is a series of promotional booklets appropriately titled 'Imagination.' The graphics are created exclusively for use by



This brochure by Champion Papers was part of "Imagination" campaign to establish a realization of the importance of paper as a creative element in graphic arts design.

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Champion Papers. The pages are created by individual artists and designers of note throughout the nation . . . providing creative ideas in the use of paper."

Joint Responsibility Campaigns: There is a growing tendency to look upon distribution as a joint responsibility of the manufacturer and the wholesale distributor. Moreover, there is a corresponding tendency on the part of the wholesaler to go along with that thinking. As a result most promotions are now set up so that the wholesaler feels he is definitely in the picture, and consequently receptive to standing a share of the cost. There is, however, a considerable difference of opinion among wholesalers as to what the manufacturer can do to help them in a sales promotional way. One group of distributors, the National Supply and Machinery Distributors Association, sent a questionnaire to their members on this point. The summary of returns, as presented to a convention of the association, follows:

a. CATALOGS AND BULLETINS

Summary of principal comments with frequency:

Eliminate multicolored high-pressure advertising and issue good literature that tells the story simply, plainly, and shows prices—15.

Manufacturers cooperating with more catalogs, bulletins, imprinted material—11.

Of good help, be sure they are clear—8.

Condensed information—7.

Envelope stuffers, etc., light but effective—3.

Keep up to date—2.

Other composite excerpts from comments in order of frequency:

Distributor's name imprinted on front cover.

Clear catalog pictures of the items, distinct specifications, list of typical installations.

Sales features of article should be incorporated in any printed matter, price books, bulletins to be mailed or larger bulletins to be left with the interested customers.

More, especially by the valve manufacturers.

Great difficulty getting complete catalogs from suppliers.

Ample application illustrations.

8½- by 10¾-inch catalog sheets covering line in brief.

b. PRODUCT DISPLAY MATERIAL

Summary of principal comments with frequency:

Occasional floor or counter—8.

Good store and window—4.

Not important—5.

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b. PRODUCT DISPLAY MATERIAL (Cont.)

Manufacturers cooperating—3.

Appealing and limited in size—2.

Other composite excerpts from comments in order of frequency:

New items only.

Cutaway samples, salesmen's samples.

Something new every 3 months.

c. DIRECT MAIL

Summary of principal comments with frequency:

Of good help—12.

Should tie-up with distributor—10.

Should be colorful and carry name of distributor on front—6.

Distributor would rather handle—4.

Do not use direct mail—3.

Mention distributor in manufacturers' direct mail—3.

Important if sent to proper persons—2.

Other composite excerpts from comments in order of frequency:

Manufacturer cooperating and furnishing upon request.

Small doses only, if at all.

Not too often, and only to a selected list.

We issue bulletins with lists attached each week.

O.K. if name is used as the consumer source of supply.

Distributors' own mailing lists, own letterheads, return cards addressed to them.

The manufacturer should be furnished with accurate mailing lists.

Only when you have a message of special importance.

More of it.

d. PUBLICATION ADVERTISING

Summary of principal comments with frequency:

Of good help—11.

Direct to industrial distributor—7.

Stressing the distributor—7.

Proper trade publications—6.

Nationally—4.

Other composite excerpts from comments in order of frequency:

Eliminate some magazine advertising, a lot of inferior literature, and put some money into good men who can go to a customer with good sound story of product.

Don't flood distributors with too many advertising reprints.

Show list of distributors when advertising in trade journals.

Not advertising experts.

In right channels.

Adequate.

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Take advantage of trade-mark and trade name listings available in classified sections of telephone directories.

With a slogan "Buy it through your distributor."

e. SHIPPING PRACTICES

Summary of principal comments with frequency:

Shipping promises; advise of any delays—11.

Satisfactory—7.

Use packing lists showing contents and number—5.

Prompt mailing of invoices and shipping documents—3.

Size of article packed so they can be reshipped in original containers—3.

Material properly packed and follow distributor's routing—2.

Other composite excerpts from comments in order of frequency:

Ship products properly and so packed that our clerks can handle the goods, identify the merchandise, and put it away without calling a board of director's meeting.

Not too much weight in one package.

Group shipments to eliminate duplicating freight charges.

Simplify packages and papers as much as possible.

Allowance of freight charge—100 lbs. and over.

f. PRICE LISTS

Summary of principal comments with frequency:

As simple as possible, yet with adequate information so you will not refer to 10 pages and 2 indexes to arrive at prices—9.

Make understandable—7.

Standardize and cut out 50 per cent of sizes—5.

Should be separate from descriptive sheets used in distributors', salesmen's catalogs—4.

Price lists with discounts preferred to net setup—2.

Other composite excerpts from comments in order of frequency:

Net resale price schedules.

Prices to user, distributor discounts left off.

Only as requested.

Better arrangements by valve manufacturers.

Difficult to get price lists from some suppliers.

Always 8½- by 11-inch size (or 8½ by 10¾ inches).

Prefer showing only consumer prices. Dealers' and jobbers' discount from lists to be on separate list.

Customers' price list should be furnished with distributors' price list.

When sending price changes, kindly specify changes to assist rechecking for changes.

Manufacturer to index lists numerically by catalog numbers.

In addition to price of complete unit, show prices on replacement parts.

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SUMMARY SHOWING ORDER OF IMPORTANCE OF ITEMS:

- a. Catalogs—66.
- d. Advertising—52.
- f. Price Lists—51.
- c. Direct Mail—48.
- b. Product Display—45.
- e. Shipping Practice—34.

Programmed Merchandising: When a Sealy Mattress Company salesman calls on a retailer he doesn't just sell him mattresses. He sells him "programmed merchandising."

Freely translated, this means that, along with a mattress order, the salesman is likely to sell:

- A newspaper advertising campaign
- A direct-mail program
- A window display

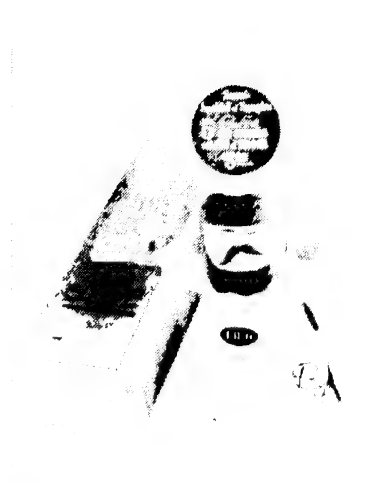
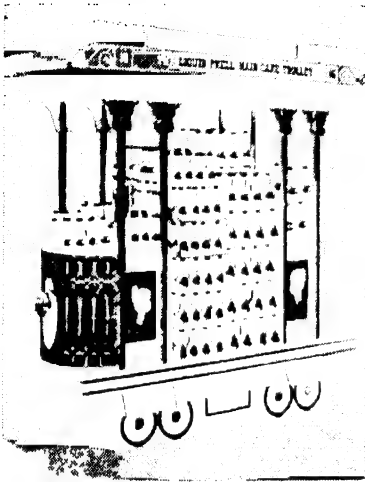
This programmed merchandising changed Sealy from a "manufacturing-oriented" to a "marketing-oriented" company. The change in sales promotion emphasis, together with a new advertising approach, produced results. In four years, Sealy sales volume soared nearly 34 per cent vs. an industry gain of less than 10 per cent.

Sealy's programmed merchandising operates on a continuous basis, providing the factory branch salesmen with a complete new advertising and sales promotion package once every three months. These sales kits are so complete, yet so flexible in application, that a salesman calling on a retailer can provide him with an integrated, custom-made promotion campaign to boost his mattress sales.

How the Jewelry Industry Expanded Its Market: After the war the jewelry industry, along with other luxury lines, took a beating. To meet the situation, the industry subscribed to a sales promotional fund. The purpose was to make better merchants out of thousands of retail jewelers throughout the country, who during the sellers' market had gone soft and flabby. They clung to the idea that all they had to do was to stock a product and the people would queue up to buy it. A cross-sectional study was made of consumers' jewelry buying habits and a campaign developed to achieve six specific purposes:

1. Increase store traffic.
2. Get retail jewelers to push gifts.
3. Induce jewelers to put in better window displays.
4. Sell more inside the store by creative sales techniques.

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Merchandising award winners in the jewelry trade shown here are Jacoby-Bender watch-band display, designed by the Dechar Corporation; Anson front-service merchandiser, designed by Howard Displays, Inc.; Caravelle twin-tower display, designed by Dauman Displays, Inc.; and art-carved diamond-ring center display, designed by Howard Displays, Inc.

Courtesy: Point-of-Purchase Advertising Institute

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5. Improve selection and display of merchandise.
6. Train store personnel to be pleasant.

The study showed that only 20 per cent of the American public buy their gifts from retail jewelers. The public does not think of the retail jewelry store as a place in which to "look around" for gifts—of those who like to look around only 5 per cent do so in jewelry stores. People prefer to do their looking around in a gift shop, or a department store, where the store personnel are usually more patient and pleasant with folks who come to look before they buy. While it cannot be said that the campaign solved all the many problems of this industry, it did help to make retail jewelers appreciate that most of their difficulties were self-made and that the lack of business was in large measure due to their own lack of sales initiative.

An interesting angle of study upon which the Jewelry Industry Council based its program was the analysis of dealer-helps most popular with retail jewelers. Three-quarters of the 2,000 jewelers checked stated that they were dissatisfied with the assistance furnished to them by manufacturers for seasonal promotions, other than Christmas. On the kinds of dealer-helps most widely used the survey showed:

- 94 per cent use manufacturers' window display materials.
- 80 per cent use manufacturers' mats.
- 77 per cent use manufacturers' counter displays.
- 72 per cent use manufacturers' stuffers for envelopes.
- 49 per cent get help from their local newspaper advertising departments.
- 38 per cent use reprints of manufacturers' advertising.
- 24 per cent use outside help in preparing window displays.
- 27 per cent use outside help in preparing direct mail.

Dealer Help Objectives: If it is not practical to conduct a trade study to establish objectives for a promotional program designed to "trade up" customers—and especially dealers—the following suggestions, prepared as a service to merchants by National Cash Register Company, may prove helpful. It enumerates 10 ways a merchant can increase his sales, and which should be considered in any sales promotional program designed to help retailers:

Train Salespeople: Encourage training to stimulate enthusiasm and increased earnings.

Sell "Associate Items": Many additional sales can be made by suggesting associated goods, articles that naturally go together.

Pay a Bonus: Nothing induces an assistant to work harder, sell more and make more money for himself and the store than a bonus.

Give Customers Service: Show them how to care for purchases.

Talk Quality: Encourage salespeople to sell high-grade merchandise to customers. It should always be pointed out that high-grade goods last longer.

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Place Goods Near the Wrapping Counter: Place self-selling lines near the wrapping counter and a surprising number of sales will result.

Sell Bigger Packages: When a customer asks for an article which comes in different sizes, the larger size can usually be sold.

Teach Salespeople the Merits of Goods: This builds enthusiasm.

Push Seasonable Items: Certain items sell only at certain seasons. Displays, advertising, and sales talk can push them along.

Use Modern Showcases: People will buy many goods displayed which they had not thought of buying when they entered the store.

Retail Campaigns: Another use for intensive sales promotional campaigns is to level off seasonal fluctuations. This is especially important in a retail store operation. At a meeting of the National



The Campbell Soup Company provides merchandising assistance and helps dealers to increase sales in every possible way. These brochures announce in-store promotions and acquaint dealers with the availability of merchandising aids.

Retail Merchants Association (Sales Promotional Division), store promotions to even off sales peaks and valleys were rated high on the lists of "musts" for a well-managed retail store. "Too much emphasis is now placed," said one speaker, "on store-wide sales events at the expense of getting business every day of the year where it is most needed to secure a balanced operation." He singled out anniversary sales, spring sales, harvest sales, and "founder's whisker sales" as promotions which depend upon price cutting to get results. Such promotions, while they may move

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out merchandise, do not have the long-range benefits of a well-planned promotional program. The most successful campaigns are those which boost the average sale, eliminate waste in the fall and winter selling season, and build lasting good will for the store. Promotions with the greatest appeal to merchants play up store service and the merchant's prestige in a big way. Storekeepers turn thumbs down on campaigns that overplay the product. They like to see themselves in the picture.

Soup 'N Crackers: Among the most modern organizations in the food field, at every level from the plant to the retail store, is the Campbell Soup Company, Camden, New Jersey. It engages in year-round promotions as well as periodic campaigns. The company provides the retail stores with a wide variety of sales aids, banners, posters and other display material, promotional pieces of every description and merchandising information designed to increase store sales.

One of the biggest campaigns in Campbell Soup history was the company's annual Soup 'N Cracker Sale in January and February, when soup sales are at their peak.

It supplied the food stores with a complete collection of point-of-sale display material promoting cracker sales as well as soup.

To publicize the sale to consumers, Campbell's ran 40 four-color ads in magazines and broadcast over 100 radio commercials a week during an eight-week period. One hundred TV spots were also broadcast.

PLANNING THE CAMPAIGN

The first step, naturally, in planning any sales activity is to determine exactly what the campaign is supposed to do. Usually the idea of conducting a sales drive, as contrasted to a week-in-and-week-out sales promotional program, arises out of a situation about which "something has to be done." Sales slump badly in certain territories while they hold up well in others. Perhaps an intensive campaign backed by advertising in those areas might be the answer. Or a department of a big store seems unable to get out of the rough and show a satisfactory profit. Perhaps an intensive campaign to build up the sales of the department should be undertaken. But whatever the need, it should be kept in mind that whatever merit a campaign for sales may have, it is after all only a campaign. It may achieve an immediate objective, but unless it is integrated with an over-all promotional program, its benefits are not likely to be lasting.

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The purposes for which intensive sales campaigns best lend themselves are many; among them are:

1. Broadening the base of distribution.
2. Meeting a particular competitive situation.
3. Activating a dealer organization.
4. Overcoming seasonal slumps.
5. Introducing a new product or model.
6. Opening up new accounts.
7. Increasing size of orders.
8. Getting salesmen to sell the full line.
9. Enlisting support for national advertising.
10. Getting dealers to make better use of advertising helps.
11. Pushing sales of "neglected" products.
12. Educating dealers and store personnel.
13. Reclaiming "lost" accounts.

Who Is It Supposed to Influence? The second step, after determining what the campaign is supposed to do, is to consider the type of people to whom it will be directed, and how best to influence them. What appeal will be most effective? The campaign might involve the participation of only a manufacturer's own sales force, or it might require "selling" a broad group of people in varying classifications, such as: (1) Housewives; (2) farmers; (3) business executives; (4) distributors; (5) wholesalers; (6) wholesalers' salesmen; (7) dealers; (8) dealers' salespeople; (9)



This is the complete window display kit which formed part of Admiral's color TV campaign featuring a "lucky number" to attract prospects to the dealers' stores. The company reported that "the response was fantastic."

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route men; (10) county agents; (11) car owners, etc. Each type requires specialized treatment.

Color TV Promotion: One excellent campaign, which was aimed at consumers but required distributor and dealer support, was conducted by Admiral Corporation to promote sales of color TV and refrigerators.

As reported by Mr. John E. Meegan, the company's sales promotion manager, "It is one of the finest sales promotion efforts ever in the appliance industry."

The company developed a deluxe, 24-page, four-color consumer mailer, and announced to its distributors that they could be sold or given away to the dealers. The cost to the distributor was \$85 per thousand, 50 per cent of which would be charged back to a special cooperative fund, making the net cost to the dealer a little more than 4 cents per copy.

Later, at the company's distributor convention, two great new stimulants were added to the campaign. These were a cream-and-sugar set, which achieved the highest premium sales to distributors for one item in one year, and a "Lucky Number" insert in the mailer in which 3,000 Admiral products were offered as prizes. When people visited a dealer for their premium, they checked their numbers against a list which had been included in a complete window-display kit.

"The response was fantastic," said Mr. Meegan. "We have already given away eight color TV sets, seven Duplex refrigerators, 21 stereo consoles and 57 FM/AM clock radios.

"The timing of the mailer and the followup of the window premium and Lucky Number programs gave us a terrific competitive advantage."

Presentation Material for Salesmen: No matter how extensively consumer and trade advertising is used to "put across" the campaign, full value from the appropriation cannot be obtained unless the salesmen are brought into the picture in such a way that they will feel it is their "baby" too. Some companies call in a few top-flight salesmen and have them sit in on the planning. Not only are their ideas worth while, but it helps to overcome the prejudice salesmen in the field feel for any promotional activity "dreamed up in the office." The agenda for such a meeting should include the presentation pieces to be provided for the salesmen to take out and show to customers.

There is, for example, the matter of a working guide, or brief, outlining the campaign so that each salesman will understand

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what it is all about and what he is supposed to do. Then there is the piece the salesman uses to explain the purpose of the promotion, and its benefits to the customer. Should it be an easel-type portfolio, a pull-out timetable folder, a loose-leaf book, or what? Will the salesmen use it? How will they use it? What do they want in it?

Then there will be a need for some pass-out literature which the salesman can leave with a customer after he has explained the promotion to him. What should it cover? Should it be a step-by-step account of what the customer should do, with a blank for ordering the materials needed to put the plan into effect, or will the salesmen be supplied with order books which they can flash on the customer? What about cost? Shall a token charge be made for cooperative materials furnished, or shall they be given to customers who agree to use them without charge?

The Kick-Off Meeting: When the material necessary to put over the campaign is ready, all those who are to have a part in "selling" the promotion are usually brought together at the factory, or at convenient regional hotels, to learn about the campaign and get up the enthusiasm needed to put it over. Where shall these meetings be held? What kind of a program should be developed? Shall there be talks or discussions? What about visuals? Entertainment?

How should the meeting to kick-off the campaign be buttoned up and packaged? A common fault with most of these meetings is that they are long on pep but short on the solid stuff a man needs to properly "sell" it to his customers. Perhaps it might be well to furnish ringbinders and then as the meeting proceeds hand each man material to put into the binder so that he can carry it back home.

The Follow-Through After the Promotion Begins: No matter how carefully a promotional campaign is planned, how thoroughly the salesmen and the distributors are coached, or how well the printed material is prepared, the job is only half done unless there is a hard-hitting follow-through. Without a follow-through the salesmen are likely to go back to their territories or stores, as the case may be, and get lost in the doing of their daily chores. It is so easy to forget, and there is so much to remember. How can those upon whom the success of the campaign depends be made to remember and motivated to action?

There should, depending upon the appropriation, be periodical mailings to each group of participants. If it is an interstore

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competitive campaign, for example, there should be a series of mailings to dealers with a bulletin which they can tack up on the store bulletin board for the salespeople to read. If the salesmen are in the picture, they should get a firm but gentle prodding at regular intervals to make sure they do their part. Perhaps a sales contest of some sort might be used to introduce a competitive angle. Perhaps those salesmen who do certain things required of them will get credits good for merchandise prizes of their own selection. But whatever procedure is followed, it is most important that interest in the campaign be maintained. There should not be any slow-down, any dead-center. A well-rounded plan provides not only for participant education but assures participant action—two very different things.

BLUEPRINTING THE CAMPAIGN

In order to properly schedule production, and to make sure every operation in the execution of the campaign is completed on time, some sort of a working chart or timetable is desirable.

First of all the advertising must be scheduled far enough in advance of the opening of the campaign to permit the advertising agency to contract for the space, prepare the copy, and get out plates to the publications. Since some magazines close several weeks before they are in circulation, about 4 months should be allowed. As a rule, the usual way of visualizing the coverage of consumer advertising is to have the advertising agency proof up the various ads that are to appear, and then imprint at the bottom of each proof the publications in which that particular piece of copy is to run, with circulation figures.

"Try Before You Buy": Emphasis at the point of sale was the focus of a well-organized campaign by the Ronson Corporation, as described by Robert H. Jorgensen, sales promotion supervisor for Ronson.

"First, we devised a try-it-yourself demonstrator display which would allow consumers to 'try before you buy.' This display was finely crafted in wood, metal and glass. An actual shaver is held in a nest under a sanitizing bulb and a 'magic mirror' flashed a sales message. We called it the Ronson S-4 demonstrator.

"Next came the deal: Buy four Ronson '400's' and get the display free.

"Our trade ads merchandised the deal and the display to the wholesaler and retailer, via the leading trade magazines and in

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dealer mailings. National magazine ads featured the try-before-you-buy theme, urging consumers to come in and try the Ronson '400' for themselves at their local dealers. Retailers who bought the deal and a requisite minimum quantity of backup merchandise were listed alongside a newspaper version of the same consumer ad. These dealer-listing newspaper ads were run in major-market cities across the country. Ad reprints and store banners were provided to bring customers into the store for a demonstration.

"So the sequence goes: The dealer is shown the display and proposed support via mailers and trade ads. Consumers are informed by magazine ads that their dealer has the ultimate shaver and a means of trying it. Then the prospect sees a newspaper ad which not only reinforces the magazine impression, but shows him which dealers have it. Consumers are invited into the store by window streamers and at the point of sale the demonstrator display closes the deal. (For those not ready to buy, informative, colorful folders are available to take home.)

"I think this campaign illustrates how aimed sales promotion . . . the close coordination of point-of-purchase display, merchandising deal, trade promotion, direct mail, P.R., and consumer advertising, pays off.

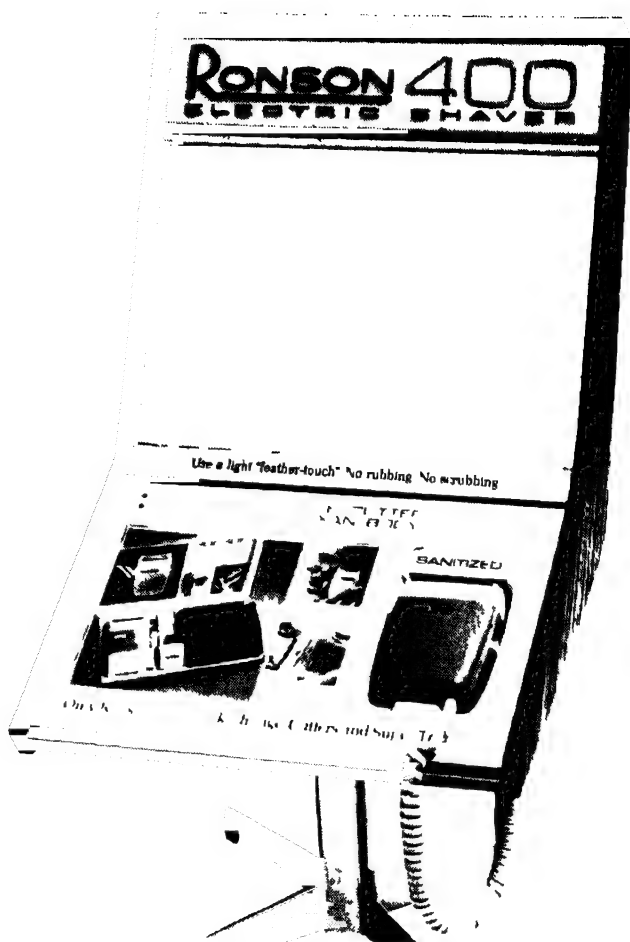
"Results: A sellout of all deals and displays for Ronson along with the increased distribution the promotion was designed to create."

TIMING THE CAMPAIGN

The advantages of proper timing are obvious. There are some products which can be sold more easily at certain seasons of the year. In selling to department stores, for example, it has been found that campaigns timed to hit just *before* the department buyer goes into the market are twice as effective as those which are not so timed. Products designed for gift use go better in early fall than they do after Thanksgiving.

A promotion man with a line of shoes for retailers would get best results in July, when orders for fall and winter styles are usually placed for deliveries in August and September. In the same way a promotion man for a national magazine times his campaign to sell space in August and September, when lists of media are usually prepared by the advertising agency for approval by the advertiser. A campaign timed to reach prospective advertisers after his list for the next year was made up would not be as effective as one which hit in July and August.

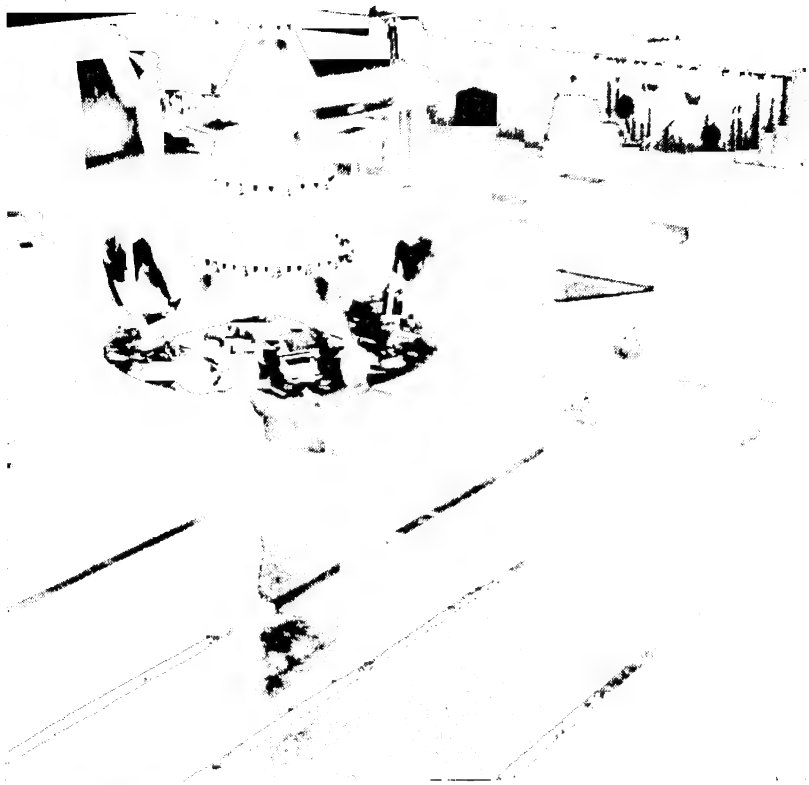
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A novel, traffic-stopping display designed to encourage point-of sale free trials of a newly-introduced Ronson "400" electric shaver. The modern counter unit included a perpetually sanitized free demonstration "400" shaver that was permanently affixed to the unit. The compact countertop display featured an eye-catching "magic mirror" that doubled as a unique copy panel for repetitively flashing three-color messages.

Most campaigns to stimulate the sale of automobiles are timed to break in the early spring, when people begin to think about buying a new car for the summer months. Factors which influ-

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The headquarters of the Eastman Kodak Company's Exhibits Division. During the course of an average year, the Exhibits Division will make up displays for 125 conventions and trade shows, as well as about 75 miscellaneous exhibits

ence timing are: (1) Seasonal buying habits; (2) employment needs of the business itself; (3) climatic conditions; (4) special weeks, days, and events.

Leveling Off the "Slack" Season: A primary consideration in timing a promotion is the sales needs of the business. If, for some reason, it is desirable from an operating standpoint to step up sales on a certain product or group of products, say to use materials carried too long in inventory, that might be a good reason for putting on a sales drive. In the same way, with organized labor insisting upon guaranteed annual wage contracts,

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some companies depend upon intensive promotions to level off seasonal unemployment. It has been found, for example, that electrical refrigerators can be sold just as well, with the right promotional effort, in winter as in summer. By shifting promotional emphasis automobile manufacturers have been able to step up sales in the slack fall months, just before a model change-over. Procter & Gamble, soap manufacturer, by rearranging its sales promotional effort, has been able to sell its products in almost even volume the year around, thus getting rid of costly slack seasons in production. It may take more promotional steam to bring about these results, but production economies thus made possible might well offset the cost of getting the out-of-season business.

Tying-In with Special Days and Weeks: Some industries have made the promotions of their member companies more effective by "breaking" them simultaneously. A period is designated for the purpose and given an appropriate promotional name, as for example: "Insurance Week," "Apple Week," "Honey Week," etc.

At that time as much promotional effort as is practicable is undertaken by concerns in the industry, and an aggressive effort is made to get newspaper and other types of tie-in publicity. Newspapers will often give an industry publicity which they would hesitate to give to an isolated advertiser.

An All-Industry Example: More than 3,000 dealers throughout the country participated in the first annual National Office Products Week, February 10 to 19, 1966. Twenty-one manufacturers of nationally-advertised branded merchandise cooperated in the industry-wide program designed to promote specific office products.

A giant sweepstakes, with a grand prize of a free, all-expense vacation in Europe for two, was one feature of the promotion. Hundreds of other prizes were offered, including color TV sets, furs, portable TV's, and cameras. Thousands of dollars' worth of merchandise was given away to customers who visited dealers' stores.

Each dealer received a complete merchandising kit that included window streamers, pennants, counter cards, envelope stuffers, ad mats, sweepstakes entry forms and a complete guide in setting up the promotion.

A four-page color insert appeared in "Business Week" announcing the program. Other business publications reaching office managers, secretaries and purchasing agents carried spe-

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cial advertising to bring the promotion to the business community. All these ads carried entry blanks for the sweepstakes.

"This is the most practical promotion package ever offered to the office products dealer. It provides a promotional program that dealers could not afford to provide for themselves," stated A. W. Gurner, general manager of Olympic Office Supplies, New York City.

How One Company Times Mail Promotions: Another important factor in sales promotion is timing the frequency of mailings. A check of several companies indicates that the most popular interval is 1 month. While there are a number which use bimonthly frequency in their follow-up efforts, the majority seem to favor the monthly interval.

A check of the number of mailings in a sales promotional effort that can be made profitably brought out varying opinions and very little dependable experience. Much, of course, depends upon the unit being promoted, and the margin of profit available for promotion. The following schedule, used by a manufacturer of autographic registers in the reclaiming of old accounts, is based on careful tests and may be of interest:

INVOICE FOLLOW-UP: Six months after order is shipped, if no reorder has been received, a series of five follow-up letters (four-page illustrated pieces) is started. Letter No. 2 goes 3 months later, and the remaining three letters are sent at 2-month intervals. Copies of these letters are sent to the sales agent as mailed, with a request for a report.

DANGER LETTERS: If the invoice "Follow-Up" is completed without results, a second series of four-page letters, called "Danger Letters," begins. There are six letters in this series. They are mailed at 3-month intervals. The copies of these letters sent to the sales agents are especially printed so as to remind them forcibly that the customer has not ordered for 18 months, 21 months, etc.

RECLAMATION LETTERS: After the "Danger Letters" have been mailed the names go into a central file with all previous inactive accounts tabbed by years. This list is worked continuously. For example, customers who have not reordered for a year receive five letters; older customers receive fewer letters; but the entire list is worked systematically.

"PULLED" LIST: When a report comes in from an agent stating that a customer has gone over to a competitor, or is buying from another source, the McBee card is pulled and placed in a separate "reservoir." Address plates are tabbed to permit careful working in groups according to the situation involved. These groups of names are worked twice a year.

PERSONAL FOLLOW-UP: In addition to this automatic follow-up, all reports from agents are classified and turned over to a junior executive for special handling. This executive analyzes each case and decides which follow-up letters shall be used.

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The purpose of this follow-up is to obtain reorders for forms used in the register. The high potential value of an account warrants a heavy follow-up. In other cases, where the unit is small, as, for example, subscriptions to magazines, it has been found that 5 follow-ups, timed at monthly intervals, are the most profitable. Some publishers, however, find it pays to follow up an old subscriber as many as 15 times.

It is recommended that tests be made before establishing a follow-up timetable to determine the point when it is no longer profitable to send follow-up literature. To carry a series of promotional mailings beyond the point of diminishing returns may prove costly over a period of years. That also applies to too frequent mailings.

Computerized Letters: One of the country's largest medical mailing-list houses, Clark-O'Neill Inc. of Fairview, N. J., embarked on a campaign designed to increase the use of its services among present clients and to expand to new clients. Three computers plus the acquisition of a Cheshire R-9000 had considerably increased the company's capabilities in creating, producing, and mailing promotional material for pharmaceutical manufacturers.

As told in the "Reporter of Direct Mail Advertising," mailings were sent every two weeks to a select list of 2,000 individuals, primarily members of the marketing departments of every pharmaceutical house in the country. Emphasis was placed on advertising and production personnel, and where the name of the individual was not known, a letter was addressed to the title and asked for the name by return mail. Response to this request was 90 per cent.

Heart of the mailing effort was the company's Compu-Letter, a letter written by a computer printer with personalized information programmed into the middle of the letter: e.g., "If it becomes necessary, Mr. Jones, could you absolutely identify each physician, etc.?"

Although many pieces of literature were sent out in this program, the personalized Compu-Letter was a key element in each mailing. These letters are low in cost and quickly produced. The P.S. at the bottom of the second page of the two-page letter which kicked off the campaign read: "Did you notice that this was a Compu-Letter . . . produced on our computer in less than 3 seconds?" Compu-Letters are produced by Clark-O'Neill on company computers by the data processing department in less

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than 3 seconds. The letters are written by a computer printer with personalized phrases programmed into the body of the letter.

TYPICAL "WEEKS" FOR PROMOTION "TIE-INS"

American Camp Week	National Cherry Week
American Education Week	National Coin Week
Americanism Week	National Conservation Week
Be Kind to Animals Week	National Cotton Week
Bike Safety Week	National Crime Prevention Week
Bow Tie Week	National Crochet Week
Boy Scout Week	National Defense Week
Brand Names Week	National Dog Week
Brotherhood Week	National Easter Seal Appeal
Buy the Large Size Week	National Engineers' Week
Catholic Book Week	National Family Week
Campfire Girls Birthday Week	National Farm Safety Week
Chemical Progress Week	National Flag Week
Children's Book Week	National Flower Week
Child Safety Week	National Foot Health Week
Christian Education Week	National 4-H Club Week
Church and Economic Life Week	National Frozen Food Week
Churchmen's Week	National Gardening Week
Cleaner Air Week	National Hearing Week
Diabetes Week	National Home Week
Employ the Handicapped Week	National Home Demonstration Week
Father and Son Week	National Honey Week
Fire Prevention Week	National Hospital Week
Girl Scout Week	National Iced Tea Time
Honey for Breakfast Week	National Inventors' Week
Idaho Potato and Onion Week	National Kraut and Frankfurter Week
International Red Cross Week	National Latin America Week
Jaycee Week	National Laugh Week
Jewish History Week	National Letter Writing Week
Jewish Youth Week	National Lutheran Publicity Week
Kiwanis Anniversary Week	National Macaroni Week
Letters from America Week	National Model Building Week
Luggage and Leather Goods Week	National Motel Week
Merchant Marine Book Week	National Music Week
National Advertising Week	National Newspaper Week
National Apple Week	National Noise Abatement Week
National Arts and Crafts Week	National Office Products Week
National Baby Week	National Packaging Week
National Beauty Salon Week	National Peanut Week
National Bible Week	National Pharmacy Week
National Boys' Club Week	National Photography Week
National Business Woman's Week	National Posture Week
National Cage Bird Week	National Prosperity Week
National Cat Week	National Radio and Television Week
National Catholic Youth Week	National Raisin Week
National Civil Service Week	National Relaxation Week

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National Rice Week
National Salesmen's Week
National Save Your Vision Week
National Secretaries' Week
National Sew and Save Week
National Smile Week
National Sunday School Week
National Sunday School Week (Fall)
National Sweater Week
National Swim for Health Week
National Table Tennis Week
National Thrift Week
National Tie Week
National Want Ad Week
National Wildlife Week
National Wine Week

Nationally Advertised Brands Week
Oil Progress Week
Optimist Week
Popcorn Sampling Week
Printing Week
Reformation Week
Rural School Charter Week
Spring Clean-up Week
Take Tea and See Week
United Nations Week
United States-Canada Goodwill Week
Universal Week of Prayer
V. F. W. Buddy Poppy Week
World Trade Week
Youth Week
(Christian Endeavor Week)

PART 2

**TECHNIQUES
AND
TOOLS
OF
SALES PROMOTION**

SALES LEADS AND INQUIRIES

IN ORDER to ensure continued growth a business must have a means of systematically pumping new blood into its veins. Old customers are continually going out of business, merging, or changing sources of supply. There is a natural inclination on the part of salesmen calling on established trade to concentrate most of their effort calling on a small circle of customers with whom they especially like to do business. It is difficult to get them to add new accounts, just as it is difficult to get men selling specialties to make the necessary number of prospecting calls in order to replace the prospects they sell. The reason for this is easy to understand. It is the least pleasant of sales duties; the one most likely to be neglected. Yet, if neglected, it may have fatal consequences. Modern competitive conditions require that a business must expand in order to create larger opportunities for its staff. This requires a systematic method of developing new business leads, a phase of sales management woefully neglected.

Some sales managers take the position that it is a mistake to send too many leads to salesmen, because it requires them to jump around their territories too much, and has a tendency to take initiative from them. There may be cases where this reasoning is sound. One of the large office equipment manufacturing companies, a few years back, nearly ruined its sales organization by deluging salesmen with inquiries, and then insisting that each inquiry be promptly followed and reported. Many of the inquiries were from curiosity seekers, widely scattered, and consequently difficult for a salesman to follow up. As a result the salesmen soured on all inquiries, and eventually the company discharged the advertising manager who had sponsored the plan. Any elaborate program of supplying leads to salesmen must be predicated on the proposition that every lead will be worth while for a salesman to follow up. If necessary, the advertising or sales promotional department should qualify the inquiry with a personal

letter before referring it to a salesman. This may reduce the volume of business which can be obtained from a given number of inquiries, but it will save a great deal of expense and time, so far as the salesman's effort is concerned.

Methods of Getting Inquiries: The cheapest way to get inquiries for a product or service is the government reply card. An offer to send some helpful booklet, or to send some articles of use, to a list of prospects has been known to produce as high as 37 per cent replies at a cost of less than 9 cents each. Returns of 5 to 10 per cent on reply cards of this kind are common.

Such inquiries, however, are usually of questionable sales value because they result from a desire to get something for nothing—even the cost of the return postage being paid by the seller. Sending inquiries of this sort to salesmen soon disgusts them, and unless great pressure is used they will only follow up those which for one reason or another impress them as being hot. Since it is the practice in most sales departments to put the names of those making inquiry on a permanent mailing list, it is easy to see how over a period of time inquiries obtained by the use of government reply cards are likely to prove expensive from the standpoint of net sales cost.

Getting Worth-While Leads: In setting up an inquiry-getting program, make it necessary for an inquirer to qualify himself as a prospect in some way. High-pressure methods in securing inquiries are just as objectionable, and just as likely to back up on you, as high-pressure sales methods. The best inquiries are those which come with the least prodding, usually those which come from magazine or trade paper advertising where no direct play is made for inquiries. This may seem contrary to the ideal of most advertising departments which glory in being able to cut the cost of inquiries, but experience shows that cluttering up a mailing list with a large number of lukewarm names of supposed prospects can reach a point where a very substantial proportion of the entire advertising appropriation goes for "nesting on china eggs."

The best plan is to hand-pick a list of prospects, checking them first for application and second for ability to buy. The list may be as large or as small as the appropriation warrants. Lay out a series of mailing pieces backed by advertising in publications which your prospects have indicated they read. The object of both the direct-mail and publication copy should be educational. The use of publication advertising will serve to increase the re-

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turns from the mailings, and at the same time contact casual prospects who may not be on a mailing list.

Take the case of a manufacturer making lumber mill machinery. The backbone of his campaign for inquiries would naturally be a list of mill operators who he has reason to believe are now or will shortly be in the market for new equipment. It is not difficult to get such a mailing list, nor is it difficult to check it against Dun & Bradstreet to make sure that too much effort is not spent in trying to sell a prospect who could not pay for the equipment even if he could be sold. But every month somewhere in this country there are men who have accumulated some capital and are thinking about setting up a sawmill. They are valuable prospects for this manufacturer. But how is he to find them? When this chap with the money to buy sawmill equipment gets the idea of starting up in business for himself, the very first thing he will probably do is to write for a sample copy of the trade papers in the lumber field. He will be interested, of course, in the articles which they carry about operating a sawmill successfully, but the primary reason he wants those magazines is to get the names of manufacturers of sawmill equipment so that he can write for catalogs and literature. He will get this information from the advertising pages. Those manufacturers of sawmill equipment who advertise regularly in these papers are likely to receive an inquiry from this person. Those who do not may never know about him until after he has bought his equipment.

With a background of interest established through widespread advertising, a mailing list may profitably be worked on an average of once a month for inquiries. Some concerns depend entirely on letters to do this job for them. Others use a variety of mailing pieces, booklets, broadsides, and the like. Still others prefer that these contacts be made by means of a house organ or house magazine. The physical form of the mailing piece is not so important as the continuity of effort. The secret of getting really worth-while inquiries, the kind that show a satisfactory percentage of sales, is intelligent repetition. Sooner or later they will be in the market for what you are selling, and you will get their business—or, at least, have a chance to get it. The trick in such a follow-up is to avoid monotony.

Ask Prospects to Help: Most people are responsive to a request for assistance if it appears to be reasonable and genuine. In many instances, concerns have pulled replies by asking prospects to criticize the advertising they have received or to suggest

**THANK YOU FOR YOUR
RECENT REQUEST FOR
INFORMATION.**

A. B. DICK.

We are sending your inquiry to your authorized A. B. Dick products distributor whose name and address are shown at the lower left. As duplicating specialists, handling a complete line of duplicating and copying products, they can answer any questions you may have—and quote prices. If you have requested a demonstration you will be contacted to arrange

I'd like to take a closer look at the 650.

Please arrange my showing for _____, or call me to set a date.
(Date)

NAME _____

POSITION _____

COMPANY _____

ADDRESS _____

CITY _____

STATE _____

ZIP _____

TELEPHONE _____

☐ We now have a _____

Model # _____

of copies is about _____

☐ We do not have a copy

RESERVED!

Complete and mail
this card now to
reserve your 650
showing ... and to
get your free
Executive Taskmaster



A request for product information addressed to the A. B. Dick Company produces a catalog booklet, together with a printed "thank you" note which also provides the name and address of the local office. Enclosed with the material is a reply card to indicate whether the prospect is interested in seeing a 12-minute color film demonstrating the product. To prompt response, the company offers a vinyl-bound executive memo book.

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the sort of information that might appeal to them. Others have attached to the letter a copy of the "prospect card" bearing the prospect's name and showing a record of several past mailings with a request to indicate what ought to be done with it. Good results have also been obtained by listing "Reasons for not re-

What did you see in the mirror
this morning?

DAVID RISO
5450 WISSAHICKON AVE
PHILADELPHIA 44 PA

Who looked back at you from the mirror this morning? Someone trim and fit? Or someone with signs of everyday tensions and lack of exercise? Perhaps slack muscles and a bulge where it shouldn't be?

In a land that places so much emphasis on youthfulness — in a world where success goes to men who look the part — did the "you in the mirror" measure up?

If you were less than pleased with what you saw — the booklet illustrated above is "must reading" for you! Send for it today. It's free and without any obligation at all. What it contains can help give you — a NEW YOU!

Entitled "DO YOU HAVE THE TRIM, CONFIDENT LOOK OF SUCCESS?", it outlines a program that requires only minutes a day, yet can help make you feel fully ALIVE — looking younger, feeling younger, with new strength and vigor!

You can be trim, terrific .. Without taking time off to go to the gym. No massages. With a conditioning program tailored to your needs. Just minutes a day to put new tone in your muscles, increase your circulation, brighten the look in your eyes! You'll enjoy pleasures with new zest — tackle problems with new energy!

The program described in the booklet is **FUN!** The whole family will want to join in. You may have to "reserve" your time in advance!

See how true this is. And it's within your grasp — as near as the card above. Mail it today. No stamp or addressing needed. "DO YOU HAVE THE TRIM, CONFIDENT LOOK OF SUCCESS?" will reach you without delay!

Sincerely,

CW Howell

Exercycle of Philadelphia

1121 OLD YORK ROAD • ABBINGTON, PA. 19001 • 215-884-5740

DM/1



Look younger, feel younger
with the help of this
FREE BOOKLET
prepared by the Editors of
Leisure

This letter is devoted entirely to the offer of a free booklet, without any product mention. The return card is in the address window at the top of the letter.

SALES LEADS AND INQUIRIES

plying" at the top of the letter and asking the prospect to check and return. Straight requests for aid in "keeping our list up to date" have helped secure definite information from prospects.

Premiums for Special Information: When the selling proposition depends upon knowledge of the prospect's circumstances, and the list is blind, inexpensive and attractive premiums can often be used to get the desired information from the prospect. Insurance companies have used diaries for obtaining qualifying data from prospects whose names are taken from various sources. With information concerning the prospect's age, business connection, etc., the company can make a definite proposition which otherwise would be impossible. A manufacturer of oil burners for household heating has made an adaptation of this plan by supplying his local dealers with information cards to be filled



OCEAN PRODUCTS, INC.

Treasure Isle®

P O BOX 1126 PHONE 248-1941
TAMPA 1, FLORIDA

Dvid Riso
School Lane House
Philadelphia, Pa. 19144

DATE 1/19/66

The Hospitality Magazine

SOURCE - ISSUE

Moretta & Meredith

REPRESENTATIVE

29 Bala Ave., Bala-Cynwyd, Pa.

ADDRESS AND TELEPHONE NUMBER

Pete Casazza

LOCAL DISTRIBUTOR

Treasure Isle Seafood

LITERATURE SENT

Thanks for your inquiry!

Here is the information that you requested. We hope that you will find it informative and helpful.

Our representative (listed above) is as near as your telephone.

He will be happy to discuss your particular requirements.

We thank you for your interest in our products and feel certain you will become another satisfied TREASURE ISLE customer.

Sincerely,

OCEAN PRODUCTS, INC.

This acknowledgment of an inquiry was accompanied by several pieces of consumer literature. Note that the information typed in on the printed form supplies the date, name of the magazine, name and address of the local representative, the name of the local distributor and the class of product-information sent to the inquirer. Nothing could be more complete!

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out with data of prospect's present equipment and pays the dealers 10 cents apiece for all cards returned. High school seniors are also used to obtain "qualifying" information about names on the prospect list.

When acknowledging inquiries, or orders, many concerns enclose one or two extra return cards with the request that they be passed along to somebody else who may be interested. This is particularly effective in connection with a high-grade product.

Exhibits Produce Leads: The main objective of a manufacturer's display in an exhibit is to produce leads. This is especially true of trade shows. While immediate direct orders may also be written in some cases, most manufacturers selling through distributors or dealers will refer the names and addresses of interested people to local companies for followup.

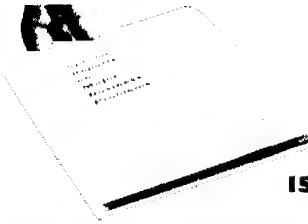
This means, naturally, that provision should be made for inquiry cards to be distributed at the point of display, yet it is astonishing to find that this is not always done. Notebooks, scraps of paper, business cards are often resorted to by exhibit personnel in recording the necessary information.

Special Offer for Limited Period: This is a tried and true device for speeding up the laggards, if the special offer or concession appears to be genuine and the time limit is definite and emphatic. The phrase, "for a limited period only," doesn't mean much, but a return card printed in big, red type, "Good Until Saturday the 25th Only," may mean a good deal. A publisher who offered a premium book with subscriptions to a forthcoming set of reference works found the ratio of inquiries increased when he changed "order before the supply is exhausted" to "we have only 550 books left to sell." Statements of this sort must be truthful and be able to stand Federal Trade Commission investigation.

Dramatize the Argument: One of the outstanding successes of the past few years is the enormous sales of such outwardly commonplace books as the *Book of Etiquette*, for example. Books of etiquette had been on the market for 50 years, and the only new element in the campaign was the advertising copy that made the prospect see herself in embarrassing situations from which she could be rescued by knowledge of social conventions. In other words, the appeal was dramatized from the personal standpoint of the reader.

Timely Mailings: Oftentimes the success of a campaign is increased by close attention to the time of mailing. A number of

SALES LEADS AND INQUIRIES



Business Week's New Executive Portfolio

IS NOT FOR SALE AT ANY PRICE...

BUT A COMPLIMENTARY COPY HAS BEEN RESERVED FOR

AS A WELCOMING GIFT WITH A TRIAL YEAR OF 52 ISSUES

The word is out that BUSINESS WEEK turned down 13,626 subscriptions last year ...

... or, to put it in more commercially dramatic terms, an income of \$119,500

Well, it's true. But the inference that we've gone soft in the head is grossly unfair. We've always followed the paradoxical policy of rejecting subscriptions from some folks while -- at the very same time -- soliciting them from others

The reason is simply that BUSINESS WEEK is a special kind of magazine ... published for a special kind of reader. It is meant exclusively for management men who hold responsible positions in business and industry.

You'd think, wouldn't you, that housewives ... ferryboat captains ... basketball players ... barbers ... and affluent jockeys would understand the publication is not for them. But they keep sending orders anyway. We turn them down as gently as we can. But hell hath no fury like a reader scorned. And our circulation men have the scar tissue to show for it.

Under these painful circumstances, naturally we have a very warm place in our hearts for you men of business whose specific interests our entire publication is designed to serve

So, as a bonus for joining our family of regular readers, we have compiled an extraordinary series of reports on major opportunities and problems confronting business today. These informative, thought-provoking studies, we feel certain will help any executive deal with the realities of our complex business world more effectively than ever before.

The new edition of our EXECUTIVE PORTFOLIO brings you 16 penetrating reports, all generously illustrated, on these timely subjects:

- | | |
|-----------------------------------|------------------------------------|
| 1 Business-Govt 'Cold War' Thaws | 3 Canada Booms - But What's Ahead? |
| 2 Jobs for Negroes: Barriers Drop | 4 Computers: New Tool, New World |

Publishers are skillful users of sales letters; they depend on them heavily for subscriptions. Business Week offered an "executive portfolio" as a means of attracting orders, with free gold-imprinting of names for prompt action. Subscriptions could be paid for through American Express credit cards. With the letter was a "reserved gift" reply card and an airmail, postage-paid envelope.

SALES PROMOTION HANDBOOK

concerns report that they are giving more attention to this than in the past, especially when those addressed are businessmen. Care should be taken, they say, to avoid reaching the businessman's desk on Monday, or any day following a holiday, when there is likely to be a large accumulation of letters needing attention. Also, it is wise to avoid reaching him Friday or Saturday when he is tired after a week's steady work, or perhaps absent over the week end. The best day is Tuesday, and Wednesday is next best.

It pays to watch folds and enclosures carefully, to see that the proper continuity of argument is secured and especially to guard against the prospect's seeing the return card first. A good many prospects instinctively look for the return card or coupon first, in order to size up the proposition quickly, and some ingenuity is necessary to get their attention first for the argument it is desired to convey. It is, therefore, worth some extra effort to see that the mailing clerks have definite instructions as to the proper method of placing enclosures in the envelope and to make sure they are carried out.

It is also wise to avoid sending important features "under separate cover." Interest is likely to cool between the receipt of a letter and the later arrival of a catalog to which it refers, and there is also a chance that the recipient of the letter may not get the catalog at all. Where separate mailings cannot be avoided, it is advisable to adopt some highly distinctive color of wrapper or some striking device that will identify the catalog when it comes in as belonging with the letter already received. One plan is to attach a "Notice to Mail Clerk" card to the letter.

Memory Joggers for Salesmen: One of the most fruitful sources of leads for a salesman who sells intangibles to a large cross section of people in his own community, insurance for instance, is a memory jogger. These memory joggers are usually lists of possible prospects whom, for one reason or another, the salesman may not have thought of as sales prospects. Such a list, used by Investors Diversified Services, Inc., of Minneapolis, is shown on page 133. It lists over 80 possible people whom the salesman should know well enough to approach for an order. An executive of the company reports this type of memory jogger has worked remarkably well for them. It is a simple idea which can be adapted by a wide number of businesses.

WHOM DO YOU KNOW?

Can you list at least 100 gainfully employed persons in your community whom you know, and who would be willing to give you a hearing about a sound financial program in which you believe thoroughly yourself?

It may be difficult to remember 100 acquaintances at once. If so, we suggest that you take a day or two to make a list. Members of your family may be able to help. As you think of names, jot them down on a piece of paper or pocket note book you carry with you—then enter them in the form on the following pages.

Be sure starting your list read this:

Memory Joggers

If you do you know?		If you do you know?	
• from your old job?	• who sells you meat?	• who runs your delicatessen?	
• from school or college?	• who sells you groceries?	• who manages your local theater?	
• because of your favorite sports or hobbies?	• who sold you your wedding ring?	• who tends your dog when he is sick?	
• from your church?	• who fixes your watch?	• who appraises real estate?	
• from civic activities?	• who sells you hats?	• who sells used cars?	
• because you rent or own your own home?	• who sells you suits?	• who made your awnings storm windows screens?	
• because you lived in other neighborhoods?	• who sells you shoes?	• who is your physician?	
• who sold you your automobile?	• who sold you your dog?	• who is your dentist?	
• who sells you gas, tires or lubrication?	• who sells you office supplies?	• who is your druggist?	
• through your children?	• who is your Electrician Electrician?	• who heads your Drift Board?	
• through your wife?	• who is your painter and decorator?	• who is your nursery daughter's Suzy Smasher?	
• from lodge or club?	• who sold you your wife her fur coat?	• who sold you your piano?	

LEADS FOR DISTRIBUTORS TO FOLLOW UP

Most dealers are notoriously lax when it comes to following up leads sent them by manufacturers. Sometimes it is because they do not have the manpower to do it; sometimes it is because they have followed up a few leads and concluded the results were not worth the effort; but usually it is just plain laziness on the part of the dealer or his outside salesman.

There are three rather important principles involved in getting dealers to cooperate in following up leads: (1) Only good leads should be forwarded to the dealer for follow-up. Mere requests for a catalog or a free booklet should be handled direct by the manufacturer, using a request-for-further-information card with the mailing. When these cards come back they are immediately passed along to the dealer. (2) The lead or inquiry should be carefully and promptly acknowledged, mentioning the dealer by name, and stating the inquiry has been forwarded for his attention and that he or one of his representatives will call. A carbon copy of this letter should be sent to the dealer along with the *original* inquiry. (3) If a dealer does not follow up an inquiry or a lead within 10 days he should get some sort of a memory jogger. If he does follow up the lead, a letter over the signature of the territorial salesman should go to him offering further help if he needs it. The purpose of this is to let the dealer know you attach importance to the lead and the way he handles it. Naturally, if the manufacturer places little value on the inquiries he receives, the dealer won't think much of them either.

Distributors are inclined to cooperate more fully in follow-up advertising leads than dealers, who do not always have the outside organization to do it. Patterson Brothers, a New York machinery distributor, goes so far as to make a report, on a form of its design, to all manufacturers who send in inquiries to follow up. Along the right-hand margin of the form a thermometer chart is printed. This is used by the Patterson sales manager to indicate the potential sales value of the inquiry, after he receives the report on a call from his salesman. This plan of evaluating the worth of the inquiry, and informing the manufacturer's advertising department of it, is greatly appreciated by the manufacturer. It also works to the advantage of Patterson Brothers, since manufacturers send more leads when they know the leads sent will be intelligently followed up. Advertising managers are glad to get these estimates since it helps them to convince the

company that the money spent for advertising is producing actual sales.

A simple plan used by Robert H. Clark Company, Beverly Hills, California, to advise distributors of inquiries received from advertising, and at the same time make it easy for their salesmen to report *directly* to the manufacturer, is to use double government post cards. The message side of the card gives the name of the person making the inquiry, stating the product in which he is interested. There is also a brief "sales" talk about the growing demand for this particular product and its principal sales points. The reply side of the double card is used for the report. The salesman who makes the call indicates: (1) The size of the order obtained; (2) if no order was placed, when the prospect might be in the market again; (3) what further technical information was required to close the sale; or (4) if the salesman lost the order, the reasons why he lost it.

OTHER WAYS TO GET INQUIRIES

An analysis of methods commonly used in securing inquiries and leads shows 13 variations of plans, all of which are well known to advertising men. The following methods are in general use:

1. Customary advertising campaigns with appeal for inquiries, which are turned over to salesmen.
2. Mailing reprints of advertisements to buyers with enclosure of return card calling for more information.
3. Mailing letters to selected mailing lists, particular success being secured when separate letters are mailed to each class of buyer and the letters made more applicable to buyer's business.
4. Offering a small sample, either in the general advertising or the letter work, to find out who is interested in the product.
5. Featuring service and selling help in trade-paper advertising.
6. Preparing book with unusual appeal to buyer or his clerks, making it deal with some problem with which the buyer is confronted; this book to be offered free or at a very low cost to develop leads.
7. Watching the local newspapers for leads or employing a clipping bureau to furnish the right kind of items on a bigger scale.
8. "Club offers" or special assortments offered in broadcast manner.
9. "Booster" and "Associate Salesman" plans based on prizes to cooperating customers.
10. Taking advantage of fairs, exhibits, food shows, business shows, etc.
11. Placing on return post card a choice of several plans, any one of which will be furnished upon return of card. (Cont. on page 138)

NEW! MORE USEFUL AND FASTER AD INQUIRIES

Design News now offers advertisers a new computerized program of reader service inquiry handling. Immediate benefits to advertisers are: 1) Inquiries are handled faster to speed sales leads to advertisers. 2) Advertisers receive a continuing summary of total inquiries obtained from each ad. 3) The inquiry "package" sent to advertisers includes a pre-addressed, gummed label to facilitate response to inquirers, plus a file copy which contains information on the product advertised, the inquirer's name, company affiliation, job title and phone number. 4) The new system provides a master file covering all inquiries for a period of 18 months. 5) The system now makes possible almost instantaneous comparative studies of the inquiry pulling power of ads related to page size, even color. In short, faster, more useful sales leads from Design News, the design engineer's idea magazine!



Design News A Cahners Publication—in the climate of excellence
3375 So. Benckock St., Englewood, Colo. 80110

Design News



Many business publications include "bingo cards" on which readers circle the numbers referring to advertised products in which they are interested. The publication notifies the advertiser of the inquiry. Here, Design News announces its computerized program for speeding up inquiry procedures.

FOLLOW-UP THIS SACONY CUSTOMER

Here's a potential sale. The card below is addressed to a really interested customer who took the time to write us asking where to buy Sacony fashions. We've already given her your store name, but she's much more likely to come in if you send her this personal invitation.

 Sacony

SIGN TEAR OFF AND MAIL THE CARD BELOW, TODAY!

we invite you to see
the new Sacony fashions
you asked about at:

Lord & Taylor
Fifth Avenue
New York, N.Y.

Form used by one national advertiser in referring consumer inquiries to dealers. It not only provides dealer with data on the inquiry, but serves to impress upon him the extent of the advertising support he is getting from the manufacturer. Previously, this advertiser had used a questionnaire type of form, which had a place to check the source of the inquiry, the publication in which the advertising was seen, and other information. Experience with the form indicated that a shorter, simpler method of passing along inquiries was just as effective, and saved considerable work in the advertising department.

SALES PROMOTION HANDBOOK

12. Offering to send advertising novelty, such as address book, quota card case, billfold, old-fashioned quill pen, etc., to any executive who sends information needed to determine class of prospective buyer.
13. Sending card to present users requesting them to give you names of two other executives who should be interested in same proposition.

Regularity of Appeal: A series of mailing features of timely interest, such as blotters carrying monthly calendars, for example, or snappy testimonials, often serve to stimulate interest and make inquiries easier to get.

Teaser Features: Mail an attention-getter to stimulate curiosity a day or so in advance of main appeal. In one case two post cards reproducing news items were mailed in advance of the announcement of new styles. Successful use has also been made of "stunt" letters, unusual in size or striking in color.

Fictitious Personality: When used with tact and discretion, this often brings results where straight selling tactics fail. Jim Henry, Mennen salesman, can put over arguments and make direct appeals which would sound offensive if signed by an officer of the company. A fictitious character of this sort can freely indulge in humor, sarcasm, and good-natured "kidding"—powerful weapons, at times, but generally dangerous over a sales manager's signature.

Using Old Customers to Get Leads: One never-failing method for getting new business is to capitalize the good will of old customers. In the insurance field salesmen are trained to do this themselves, and it has been estimated that more than half the new business written every year is the result of leads passed along to a salesman by a friendly policyholder. This idea has been carried even further in some of the high-priced equipment fields, such as automobiles and household appliances, where "Booster Clubs" are organized among present users, and a definite program set up to make it worth while for them to put salesmen in touch with friends and others considering purchasing a new car, refrigerator, radio, or whatever it might be.

The Automobile "Sales Associates" Plan: Several automobile companies have used owners as "bird dogs." Each salesman is urged to build up a sales organization of his own, composed of 10 owners. A book detailing the plan, selling the salesman first of all on the general idea, and then giving him concrete suggestions for training associates, serves as the backbone of the

CHAPTER III

SECURING LEADS AND PROSPECTS

SUGGESTED ACTION	METHOD UNDERSTOOD	PERFORMANCE (Effective)					
Plan the Survey of Physical Prospects in your territory	<input type="checkbox"/>	20%	40%	60%	80%	100%	
Master the various Classifications of Human Prospects	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
LEARN HOW TO USE THE FOUR GUILD PROSPECT CARDS	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
Assist your manager in securing a maximum number of Interested Prospects	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
DEVELOP THE CUSTOMER LEDGER PLAN IN YOUR TERRITORY	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
DEVELOP THE PLANNED CANVASSING PROGRAM IN YOUR TERRITORY	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
Conduct neighborhood canvass around every job you sell	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
Make observational surveys turn into sales	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
Secure leads from your satisfied customers	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
INSURE THE COOPERATION OF CONTRACTORS, ARCHITECTS AND REALTORS	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
Ask each prospect for a prospect	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
Plan your procedure for following fire flood and storm losses	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
Capitalize on the Property Transfers in your territory	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
Develop the art of reciprocal sales relations	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
Make your friends and acquaintances your boosters	<input type="checkbox"/>	—	20%	40%	60%	80%	100%
PLOT THE FOLLOW THROUGH ON YOUR PROSPECT WORK	<input type="checkbox"/>	—	20%	40%	60%	80%	100%

See Leads and Prospects

A step-by-step program for helping agents to get more and better leads used by an insurance company. Note provision on the plan sheet for agent to rate himself on performance as well as understanding of each particular step in the proposed plan.

campaign. The book, in this case, carried the load for the salesman. The plan follows:

1. You are privileged to choose and appoint not more than ten "Sales Associates"—men or women who, because of the nature of their occupations or their locations, will be able to put you in touch with as many prospective car buyers as possible.

SALES PROMOTION HANDBOOK

2. These "Sales Associates" are to be paid, within twenty-four hours, whenever a sale results from their aid or information. The following rate of payment is recommended:

(The schedule of compensation cannot be shown here. It began at \$7.50 for any used car valued at \$200 or more, and \$10.00 for the lowest priced car in the company's line. The compensation for the highest priced car was \$25.00.)

Compensation is to be paid only upon actual deliveries of cars to persons whose names have not been previously filed and canvassed within thirty days. You must make every effort to convince your sales associates of your good faith in this respect—arrange to let them see your actual records of prospect cards showing the exact dates of your contacts with each prospect.

(Amounts are recommended for this reason: If they are made higher, it is often difficult to make the sale because the margin of profit becomes too narrow, while if the amounts are reduced to any considerable extent, the whole proposition becomes less interesting to your sales associates, and you will not get any real cooperation from them.)

3. The compensation to your sales associates will be guaranteed in writing by the house, and actually paid out by the house, but will be prorated or split between yourself and the house, the house paying one-half and you paying one-half.

This system has a big advantage. Since the commissions are pledged by the house instead of by the individual salesman, your sales associate is bound to feel more secure and is far more likely to work harder.

4. The best kinds of sales associates are to be found among the following:

- Storage Garages
- Repair Garages
- Tire Companies
- Oil and Gasoline Stations
- Apartment House Janitors
- Salesmen of Lower-Priced Cars
- Employees of Beauty Parlors and Barber Shops
- Telephone Operators in Apartment Hotels
- Laundry Wagon Drivers
- Chain Store Managers

These are just suggestions—use your own judgment bearing in mind that what you are after is the type of person who gets a chance to meet car owners and to overhear car discussions.

5. In order that the sales associates shall have, in writing, a definite pledge over a responsible signature, assuring them that the agreed commissions will be promptly paid you should see that the following letter is sent by the dealer or distributor, to each of your new sales associates:

Dear Sir:

Mr. Blank, sales representative of this company, told me this morning that you are willing to act as a Sales Associate on the basis of the plan that he explained to you.

SALES LEADS AND INQUIRIES

The Etaion Shrdlu Sales Company of Blankville hereby agrees to pay you for furnishing the name and information regarding any prospect for a new car or a used automobile valued at \$200 or more, provided (1) we are able to sell the prospect such car at retail within thirty days after you register it, (2) and that we have not actually solicited the prospect within thirty days previous to your turning in the name.

Our actual dated records of all such solicitations are open to your inspection at any time, and we pledge you our utmost fairness in this respect under all circumstances.

In every case, the sum due you for furnishing the name and whatever other useful information you can provide will be paid to you either on the day the car is delivered or on the following day.

This agreement may be terminated without previous notice by the Etaion Shrdlu Sales Company of Blankville in case you are unable to maintain reasonable activity. However, if this agreement is terminated you will be paid any amounts that may be then due you for names previously furnished and for such deliveries as may within the next thirty days be made to prospects you have turned in.

I am delighted to welcome you into our happy car family, and I hope and expect that our mutual relations will be both pleasant and profitable.

Sincerely yours,

(Signed)

Accepted:

(Signature of Sales Associate)

Merchandise Prizes for Leads: Another manufacturer has organized a "Booster League," the purpose of which is "to intensify and profitably direct the force of owner good will." A part of the program is to get customers to report names of prospects. For each prospect sold the owner is awarded a certificate indicating credits earned and having a wholesale merchandise value of about \$5 to \$15 depending on the make or model of car sold.

A large building materials dealer in Chicago pays manicurists, barbers, beauty parlor workers, and other people who have opportunities to visit or do business with women for the names of people who may be planning on building new homes or making general repairs.

Employees have friends, many of whom may be in the market for the products you make or sell. These leads when followed up by a salesman often result in sales. To avoid conflicting with the Wages and Hours Act, employees should be allowed to make such contacts on company time, or at least not encouraged to do it on their own time *after* working hours.

A local distributor of refrigerators, ranges, dishwashers, etc., in Buffalo, New York, offers a 2 per cent cash commission to the

SALES PROMOTION HANDBOOK

employees of a large, nationally known organization for information leading to the sale of one of its products within 60 days. Printed slips were prepared for names of prospects and distributed to employees.

Five Dollars in Cash or Merchandise: A refrigerator manufacturer encourages users to send in the names of friends and acquaintances who may be prospects for the company's product. Rewards take the form of either cash or merchandise to the value of \$5 for each sale completed with a prospect within 30 days after the name has been submitted by the user. Customers are given a booklet of 10 coupons to be used in sending in names of prospects. Should a check-up show that the prospect has already been approached, the user is so informed and is told that his name is ineligible for a reward if a sale is consummated. Another feature of this reward plan is an accessory merchandise catalog which lists material suitable for merchandise rewards.

Employee Contests: During a period of slow business, household appliance manufacturers rolled up a lot of highly desirable business by offering prizes of their own products to employees who turned in hot leads. All employees were furnished with special blanks, which they made out in duplicate. On these they reported the names of any friends or acquaintances interested in

EQUITABLE GAS COMPANY — PROSPECT SLIP			
Date _____ Customer _____ Address _____ Prospect for _____ Employee _____ Sales _____ Remarks _____	Equitable Gas Company Sales Promotion Department		Date _____ 19__
	Please have salesman contact:		
	Customer _____	Phone No. _____	
	Street _____	Location _____	
	I have talked personally with this customer about:		
<input type="checkbox"/> CP Gas Range <input type="checkbox"/> Gas Radiant Heater <input type="checkbox"/> Gravity Warm Air Gas Heat <input type="checkbox"/> Gas Refrigerator <input type="checkbox"/> New Freedom Gas Kitchen <input type="checkbox"/> Hot Water or Steam Gas Heat <input type="checkbox"/> Gas Water Heater <input type="checkbox"/> Cooking Vapor Removal <input type="checkbox"/> Year 'Round Gas Air Conditioning <input type="checkbox"/> Gas Laundry Dryer <input type="checkbox"/> Gas Conversion Burner <input type="checkbox"/> Gas Unit Heater <input type="checkbox"/> Gas Circulating Heater <input type="checkbox"/> Forced Warm Air Gas Heat <input type="checkbox"/> Commercial Process Heat			
Other Equipment _____			
Remarks _____			
Employee _____		Department _____	
Company _____		Location _____	
If Urgent—Call GRans 7600, Extension 750. . . Confirm Call with Prospect Slip			

Public service companies, both gas and electric, find it profitable to use employees as "bird dogs" for the sales department. Employees turn in leads on slips like this which salesmen follow up. Employee is credited with a certain number of points for each lead closed, the accumulated points are good for merchandise prizes.

SALES LEADS AND INQUIRIES

purchasing an electric fan, percolator, waffle iron, mixer, refrigerator, electric range, or any other electrical product. One of these blanks was turned over to the local dealer to follow up and sell; the other was turned over to the salesman calling upon that dealer to make sure that it was followed up. The same idea has been used by a number of public utility companies to promote sales during an off season. As a rule such drives center upon one particular product which the dealer distributes exclusively in his community. The promotional matter and sometimes the prizes for such a campaign are furnished by the interested manufacturer.

Press Clipping Bureaus: In this way it is possible to receive clippings from papers all over the country which may suggest opportunities for sales. An office building in Omaha burns down; here is a chance for some salesmen and dealers to sell a lot of new office equipment, loose-leaf books, stationery, etc. Some businessman is promoted in a big industrial concern, dozens of others get a step up and corresponding salary increases. These are prospects for bond salesmen, life insurance salesmen, real-estate agents, photographers, and automobile salesmen.

New Incorporations and Business Expansion: Many trade papers and financial publications contain departments giving this information. It is an excellent plan to send salesmen weekly bulletins giving a digest of all such news (concerning their industry) so that they can in turn pass the tip on to local dealers and distributors.

Systematic Sifting of New Orders: In this way new leads for sales can be opened up. When one salesman finds a new outlet for your product, a letter should at once be dispatched to all salesmen urging them to get after that line of business. This tends to encourage salesmen to go after new avenues of distribution because of the credit they will get. An auto blanket manufacturer has sold enormous quantities of blankets through men's furnishings stores by following this plan.

Cooperation with Salesmen in Related Lines: In almost every line of business there are other products, the sale of which paves the way for selling your line. When a duplicating machine, for instance, is sold, it is a simple matter to sell the same buyer an addressing machine. When a druggist agrees to stock electric razors, it is easy to sell him beard preparations. Some concerns find it profitable to put the salesmen in these related lines on their mailing lists to receive all advertising matter. They find it

SALES PROMOTION HANDBOOK

stimulates better relations, and quite often results in these salesmen putting in a good word for them.

Capitalizing Advertising Good Will: Where a mailing list of either customers or prospects is worked by a concern systematically, it is quite often possible to get many live leads by an appeal for cooperation. A man may not be in the market himself, but will be glad to tell you of someone who is if you ask him in the right way. A good plan to get leads in this way is to publish some sort of helpful booklet, with only an incidental advertising flavor, and mail this out to the list with a tactful letter. Such a plan will invariably bring in a lot of testimonials when worked on a list of old customers. Much of the success of this plan, however, depends on the utility value of the book.

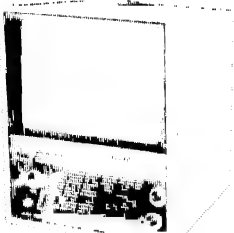
FOLLOWING UP LEADS AND INQUIRIES

Since inquiries, as well as leads, cost the company real money, salesmen should be required to follow them up promptly and report on them regularly until the prospect has been sold. Some opposition to this plan exists, principally among concerns that are not careful as to what kind of inquiries they forward to their salesmen. It is obviously impossible to expect a commission salesman to spend his entire day chasing leads sent to him by the home office, the great majority of which are nothing but curiosity seekers, when he has live prospects of his own to follow up. Yet the fact remains that salesmen operating under a plan where leads, after being sifted, are forwarded to them and definite reports are required, make more money and close a higher percentage of leads than when they are just passed along to the salesmen and forgotten. Sending a salesman a stream of leads keeps him from becoming discouraged. He can usually plan his day's work so that in addition to making the calls he had planned, he can take care of an inquiry or two besides. In that way a definite reduction of sales cost results. But it is important the leads be screened to get out curiosity seekers, who only waste the salesman's valuable time.

National Cash Register Plan: Getting leads effectively followed up is a more acute problem for sales executives under present business conditions than it has ever been, and in many organizations specific plans for checking up the work of salesmen have been developed to ensure prospects being carefully followed up and every effort possible made to turn such interest

Mark IV and Mark V

MARK IV Rear Screen Projector



Ideal for individual instruction or small group viewing and listening. Single and multi-use listening jacks are provided on both models.

MARK V Front Screen Projector



Designed for small and larger group use. Separate speaker built into detachable case cover for increased sound capability.

With the
FAIRCHILD
8mm
Sound
Cartridge



A new technique of packaging and projecting film for lower cost and increased convenience in using sound-motion pictures.

NO FILM HANDLING, THREADING OR REWINDING

FAIRCHILD

Fairchild Camera and Instrument
Corporation, Industrial Products
Div., 221 Fairchild Ave., Plainville,
Long Island, N.Y. Phone 516-WF
9-0500

I would like more information about the Fairchild products checked.

☐ MARK IV AND MARK V PROJECTOR ☐ AV 400" PROJECTOR

Name

Position

Firm

Address

City Zone State

How to get extra mileage in stimulating inquiries is exemplified by this advertisement. First, the ad forms the back page of a four-page reprint of an article about the company. Second, the coupon is not limited to postage-stamp size, but offers generous space.

into new business. An interesting plan that makes a daily check-up on salesmen's efforts is used by some branches of the National Cash Register Company.

This plan is developed around two 3½- by 5-inch cards. One of these is a "master card" and is printed on white stock. The

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other is known as the "salesman's card" and is printed on blue stock. The master card is a permanent record and remains in the file all of the time. Besides keeping all the information concerning the prospect where it will always be available, it acts as a check in following up the salesman's work with the prospects which the sales manager can use.

As soon as the prospect is located, both cards are completely filled in. In the event he has been discovered by the salesman, which is the usual method, the salesman sees that all of the information he has been able to uncover about the prospect is entered on the blue card. This information is then transferred to the master card by a clerk whose whole duty is to keep the file in order and to see that salesmen follow up prospects promptly. Space has also been allowed on the cards for noting other ways in which the prospect may have been located and this information is shown on the face of both cards.

Each morning the clerk in charge of the prospect file runs through his file and pulls out all of the salesmen's cards for prospects which should be called on that day. These are then placed in a smaller file where salesmen are required to pick up the cards belonging to them each morning after they leave the daily sales conference.

When a salesman makes a call on the prospect, he is required to note the date of his call and the date of the next call in the event he was unable to close with the prospect on the first call. He is also required to report what he did when he called and to explain why he did not get the order. Space for all of the foregoing information is provided on the reverse side of the card.

All salesmen are required to turn in the "salesman's card" as soon after making the prospect call as possible and when the file clerk finds such a card missing from his file, he checks up with the salesman to find out why it has not been returned and to see if the proper information has been entered on it. In this way a daily check-up is made on each salesman in the organization as to his activity with prospects, and this arrangement ensures that prospects will be followed up carefully at the proper time.

Determining the Cost Per Inquiry: When it is desirable to know how much leads cost—particularly leads developed through circularizing large lists—some sort of office record should be kept. The most practical method to do this is to print up some 9- by 12-inch envelopes (see Chapter 38—"Controlling Sales Promotional Expenditures"). This permits keeping a record of re-

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turns and costs on the face of the envelope, and copies of the mailing piece, enclosures, etc., may be filed within the envelope.

The importance of a systematic method of developing leads from a carefully selected mailing list is evidenced by the experience of those companies selling equipment direct to the user. In the case of one large office equipment company, more than half of its prewar sales were the result of inquiries or leads developed by the sales promotion department. In addition to turning over this large volume of leads to the sales force, this company was able to close enough leads by mail in open territories not assigned to salesmen to pay the entire cost of operating the department; that is to say, the margin in the selling price for salesmen's commissions was sufficient not only to cover the cost of the mail sales effort, but to carry the cost of operating the sales promotion department as well.

INQUIRIES FROM NATIONAL ADVERTISING

Large national advertisers, as a rule, do not seek or desire inquiries from consumers. While they are interesting as an indication of the "pulling power" of an advertising medium, these advertisers usually sell through dealers who look down their noses at leads. The big packers, for example, are restricted by the Federal Government as to the classes of buyers they can sell. It is a policy of such companies to lean over backwards to avoid giving the impression they sell to consumers. They usually have no established procedure for handling inquiries received from consumers, except to pass them along to a wholesaler. But even that is not as simple as it may seem, because a company whose products are widely distributed and sold might alienate a number of wholesalers in a locality, if he sent a lead to only one of them. A manufacturer selling through exclusive dealers would not, of course, have this problem.

Yet these people who write in to get information about what an advertised product costs and where to buy it locally, offer both a sales promotional and a public relations opportunity. A food company uses a form letter, with a colorful little booklet describing the products it makes, for this purpose. The letter states that the product is sold by "nearly all the better grocers but if you find your grocer does not stock the product, return the card giving the grocer's name and address." The card is then referred to all wholesalers serving grocers in that locality, and usually results in a wholesaler's salesman opening a new account.

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Another national advertiser, after finding wholesalers did not thank him for sending inquiries to them, refers the inquiry to the company's public relations department. A suitable booklet about the product and its many household uses is promptly mailed to the inquirer with the suggestion the product can be purchased at the leading food stores, such as Jewel Tea, Kroger, or Atlantic & Pacific. This company contends it pays to make friends of anyone sufficiently interested to spend the time and postage to answer its ads.

A recent check made by a Dartnell staff editor of 35 national advertisers, however, shows that only 10 of them take the time or trouble to even acknowledge inquiries received from magazine advertising. They consider that the cost of handling such inquiries is out of proportion to the sales resulting. What they overlook is the loss of sales occasioned by consumers who feel slighted by not receiving an answer to their letter. They go out of their way to tell their friends about it.

"Operator 25" Dealer Inquiry Service: In cooperation with the Distribution Council of National Advertisers, Inc., a nonprofit organization sponsored by the Association of National Advertisers, the Western Union has developed an inquiry service, whereby advertisers may mention in their national advertisements that the names of local dealers selling the product will be furnished over the telephone by calling Operator 25. The service covers cities where there are independent W. U. facilities. The advertiser using the service furnishes Western Union 3- by 5-inch cards listing its dealers in the cities that it wishes to cover, stating (1) the name of the city, (2) the name of the dealer, (3) the name of the national advertiser, and (4) the name of the advertised product. These cards are sent to the New York headquarters office of Western Union. The basic charge for the service is on an annual contract basis.

This service solves the problem of tying dealers directly into a national promotional campaign. Advertisers who have used the service seem to feel that it is of real help, not only from the standpoint of making it easy for consumers to buy a product, but in making national advertising more important and profitable to the dealer. An executive of the A. H. Pond Company reports the following experience with the use of the service in promoting the sale of "Keepsake Diamond Rings":

Our fall campaign consisted of 55 ads in 16 leading magazines, spearheaded by 6 full-page ads in *Life* magazine—some in full color—the *Post*, *Look* maga-

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zines, and 13 others. Now the results that I know you are interested in are as follows:

The total number of calls received in August, the first month, was 352; in September, 312. We know that in those first 2 months there were many test calls, dealers checking to see if they were identified, prospects who had read our trade ads and wanted to see who was being identified in their trading areas. When we reached October, and we feel that October was the average month, we had 373; November, 267; December, 452. I'd like you to keep in mind that a diamond ring is a lifetime purchase. There is possibly one in each household. It is not an item that is purchased frequently, where there are two or three owned by every member of the family. So, on the basis of inquiry possibly these numbers could be multiplied by a hundred times to your local product or the one that you are interested in selling and in advertising. But roughly, these 1,500 to 2,000 inquiries were very important to us. That number of diamond rings would run into a good share of money.

The next important result was the new dealers. We know that we opened many new dealers on the basis of this plan. We had a strong increase in mail orders this fall season. It was indicated to us as a result of this program, because our dealers ordered by advertised set names and not by code numbers that they usually order by. This was an indication to us that the public had been demanding our product by the trade name.

The fourth result was that dealers have frequently written to us that they made sales as a direct result of calls to "Operator 25." Therefore, we have realized an increase of business as a result of the Operator 25 program and this demand by the public for our brand name has increased the value of our franchise in the minds of dealers.

Follow-Up to the Customer Only: For small companies or organizations with no direct control over their eventual point-of-sale outlets, it is difficult if not impossible to stimulate aggressive follow-up by the dealer organization, and it becomes necessary to depend upon the initiative of the customer.

The S. and Z. Manufacturing Company, maker of women's undergarments, invites inquiries by offering a color selector which shows the colors in which its slips are made and also contains small swatches of the materials used. These inquiries are not referred to the dealers, but when the company sends the booklet to the consumer it encloses a letter giving the name of the nearest dealer.

An ingenious way of cutting down the home office's work in assigning such inquiries to dealers is employed by The American Fluresit Company. The acknowledgment letter invites a second, more detailed letter after receipt of the initial inquiry. The prospect is asked to fill in and return a form attached to the letter. His doing so is pretty good proof of genuine interest.

In addition, the form asks the customer to give the name and address of his dealer. If the prospect is already on buying terms

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with one retailer, he will probably go there first no matter what the company suggests. Secondly, paper work in the home office can be substantially reduced if the inquirers who know their dealers can be pulled from the general group before further checking. In the third place, the charge of possible favoritism by the manufacturer in assigning prospects can be avoided. Finally, the percentage of inquirers who already know their dealers offers an interesting check on the effectiveness of the company's distribution pattern and on the effectiveness of local tie-in advertising.

Mail Follow-Up to Customer and Dealer: Most smaller companies not only send an acknowledgment to the prospect, but use some method of getting the prospect's name to the nearest retailer as well. Among the organizations which do this primarily by mail is the Charis Corporation. An officer of the company commented:

In our national magazine advertising we offer a free copy of a style booklet. The customer receives a copy of the booklet and a form letter acknowledging her request and giving the name of the nearest distributor. A copy of the inquiry itself is sent to the Charis distributor in that particular territory, together with another form letter.

The company as a general rule does not follow up to see what the dealer has done about inquiries. Until now, the only record we have kept has been of the total number of inquiries received from each magazine.

Our zone department is now starting to use an interesting follow-up system. It is a book called "Record of Inquiries." This offers, we believe, a thorough follow-up.

The "Record of Inquiries" is a book containing numbered reply post cards. In the front of each book is a sheet with columns headed "Source, Prospect's Name and Address, Phone, Date Issued, Deadline for Return, Corsetiere, and Results." This end sheet, which is on the same heavy stock as the post cards, thus becomes a complete history of each inquiry listed in the book.

A maker of women's dresses uses a similar technique. In response to an inquiry the prospect receives a booklet with a handwritten personal note across the cover addressing her by name and listing the dealers in her area—a much more human approach than the usual form letter, and probably no more expensive to handle. In addition, all the nonexclusive dealers in the area receive a follow-up form giving essential information about the prospect.

This organization has made double use of its advertising inquiries by an adaptable device. The promotional booklet sent to the prospect bears this note on the front page:

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Here is your "Folio of Fall Fashions"...actual photographs of the latest Sacony fashions as featured in *Vogue*, *Harper's Bazaar*, *Good Housekeeping*, *Mademoiselle*, *Charm*, and *Glamour*. If you would like forthcoming issues of *Sacony Fashion Folios*, please write us—Sacony, 328 E. 42nd St., New York 17, New York.

Although most of the products discussed in this study are of a type which can expect repeat sales, only a few of the manufacturers indicated that any attempt was made to build a permanent list from inquiries for mail advertising.

Follow-Up by Company Salesmen: Instead of attempting to check on use of leads by the dealers by mail, some companies place the chief responsibility for checking upon their own salesmen. This is done in the hard goods field by the St. Charles Manufacturing Company. Inquiries are sent to those dealers who request them, and who agree to follow them up. In order to make the distribution efficiently and also as a means of ensuring the dealer's active cooperation, each dealer is required to submit an alphabetical list of the communities he serves and for which he wishes the names of inquirers. When dealers have a definite program for following these leads they get excellent results. Other dealers, either because they already have more prospects than they can handle or for lack of the necessary staffs, do not consistently follow up these leads.

Companies with branch offices or a chain of wholesale distributors ordinarily have the assignment of inquiries to individual dealers done at the branch or distributor level. This is the method followed by Libbey-Owens-Ford Glass Company and The Glidden Company, for instance. An interesting point was brought out by T. H. Turney, advertising manager at Glidden:

In general, we do about what other companies do: Advertising invites the request for a booklet, and the names of inquirers are passed down through the organization to the nearest dealer. The booklet suggests that the customer consult the dealer to get help in filling out a Color Recommendation Questionnaire. When this form is sent to us, an individual color scheme is worked out by our decorators for the prospect.

Because we do go one step farther than most and offer this service, we are in personal communication with many of our customers. It is a matter of pride with us that all these letters receive individual response. Most of the replies I write myself.

This has given us a great deal of good will. I am thinking of one woman in particular with whom I have been corresponding for years. Her husband's work has required them to move several times, and she has carried our story to her friends in each new community. Multiply this by several hundred cases and the result is the best kind of advertising.

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Another company which makes a point of getting individual customer reactions is Evinrude Motors. Inquiries are sent to the nearest dealer; the purchaser gets a registration card with his motor. When this is filled in and sent to the factory, a warranty certificate is issued. A second letter is sent 6 weeks later—a friendly note, asking how the motor is behaving.

Rating the Value of Inquiries: One way to reduce the number of curiosity seekers, or worthless inquiries, is to charge for advertising pieces.

"Our national advertising invites inquiries," said one sales manager, "but we also ask that the inquirer send us 10 cents to cover part of the cost of the book which we send and the mailing expenses.

"We have followed this procedure for the past 2 years. Previously we had offered our literature without charge, and still earlier we had used coupons in our advertisements, but we were obliged to discontinue both those practices in order to eliminate the more casual inquiries and produce response from those definitely interested in our product."

On the other hand, the experience of Libbey-Owens-Ford may be cited. Current advertising contains a buried offer of two booklets, one of which is sent without charge and the other is sent for a dime. The company reports: "Offering a free booklet or charging for it has made no difference in our volume of response."

• Most sales promotion men agree, however, that a buried offer—that is, a booklet offered in the body of the copy and without any coupon—seems to produce a higher quality of inquiries. At least the prospect who replies to such an offer has been sufficiently interested to read the whole ad.

Another rating technique is to reply to the initial inquiry in such a way that the interested prospect can get further information by doing a little work himself. This is the technique described by The American Fluesit Company and The Glidden Company. It is also used by Minneapolis-Honeywell Regulator Company, according to William B. Walrath, Jr., advertising manager: "We did attempt during the war to rate inquiries by including a post card with the booklet sent out. These cards included space for the person making the inquiry to give us information as to the type of home and heating system he had, or information about his intentions in building. We thought it safe to assume that anybody making a second inquiry in this way was a particularly good prospect, and as soon as we were in a position to supply the equipment we forwarded these cards to our branches for allocation to the dealers."

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Present thinking in regard to advertising inquiries is in agreement on the following points:

1. The inquirer should receive a prompt response, offering a specific reason for visiting the dealership to get further help.
2. A copy of the inquiry should go to the nearest dealer, and to the salesman or wholesaler's salesman who will follow up.
3. In most cases the quality of leads can be improved by burying the offer in the copy and by charging a nominal mailing fee.
4. Annual study of results from a cross section of inquiries can lead to valuable suggestions for improving sales promotion.

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EVERY letter that goes out on the company's letterhead should be a sales letter. Either it should sell goods or it should sell good will.

That is why the standards of correspondence in any business are so important. The letter is the most useful tool in the modern sales promotion manager's tool kit, for it enables him to multiply his contacts with customers and prospective customers a thousandfold. Even businesses which regard their sales force as all-important could hardly operate without letters. The right kind of letters paves the way for the salesman, and enables the management to communicate overnight with the selling organization, including dealers and distributors. They provide a means of contacting and selling customers in out-of-the-way places where salesmen cannot profitably call. Yet, in spite of their importance to business, the majority of the business letters are colorless, drab, and ineffective. They are cluttered up with foggy ideas, useless words, and platitudes. They are stuffy, high-hat, and talk *at* people rather than talking *with* them. Where friendliness and good humor are so important, they are curt and tactless, giving one the impression whoever wrote them was carried away by his own importance.

Considering the thousands of letters which are written and mailed every month by even moderate-sized business establishments, it is unfortunate that so few companies make any systematic effort to take advantage of the opportunity their letters offer, to make friends for the business. What could be more profitable from a sales promotional and public relations angle than to have each letter, even if only a "thank you" from the credit department for a prompt remittance, carry a friendly handclasp and show appreciation for a mutually beneficial business relationship. It costs no more to write, type, and mail

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a friendly letter than it costs for one which leaves the recipient cold. And it is of selfish concern to the sales promotion department to do what it can to make the letters sent out by all departments, no matter how trivial the purpose, be sales letters. At least they can sell good will.

Letters to Salesmen: Most important of all letters sent out by the sales promotion department are those to salesmen. The nature of the salesman's work and the need of maintaining his morale in the face of great discouragements require that any letter addressed to him should be morale-building. Too often some thoughtless person in the office becomes exasperated with a

Dear Jim

Did it ever occur to you that June is the biggest month in the year for promises? If you don't agree with me, think of the thousands of June brides who promise at least to love and honor--if not obey--this month!

Someshow or other, this business of promising seems to get into the air during June. You promise yourself that you are going to get into some real fishing or that you are going to cut at least ten strokes from your game this summer. The people you call on are promising themselves that it's going to be the seashore, the country, or Pike's Peak or bust before the summer is over. They get into the habit of promising so deeply that they commence to "promise" orders.

Just the other day, I overheard a buyer telling a salesman, "Yes, sir, I am not going to do anything until later, after I come back from the cottage at the lake. But, I can PROMISE that you will get the business." The buyer was full of good intentions, but the salesman did not get an order.

You know the old saying that "Hell is paved with good intentions." Maybe that's why our summers seem to be getting hotter!

The point is this. The extent to which we fulfill our promises depends upon the sincerity with which we make them and the effort we put forth to carry them out. While you are in the mood for promising, let me suggest that you promise yourself the best summer's business you have ever written, and then strive to keep that promise.

The June bride makes a promise for life. I am only asking you for a 3 months' promise. Think it over and then sit down and write on the back of this letter what you are going to promise yourself in sales during the next 3 months.

I am going to expect you to keep your promise, too.

Sincerely,

A letter to a salesman who is long on intentions, but short on execution.

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Scott Paper Company uses different multicolor headings for its promotional letters, according to the product being promoted. Three letterheads are shown above.

salesman, and writes an ill-tempered letter which throws him off his "feed" for days. What such letters cost a company in lost business cannot be estimated. But they do untold damage. While there are situations which make it necessary to reprimand salesmen in writing, usually that can better be done when the salesman comes into the office. If it must be done by letter, the letter should be written by his sales manager *and no one else*.

Another bad practice is writing general letters which imply the recipient of the letter is loafing on the job. The salesman is urged to "pull up his socks" and get twice as much business next week just to prove that he can do it. Such letters may go over all right

during a sales contest where it is to the salesman's interest to put forth an extra effort in order to win, but they are sour as a steady diet. Merely telling a salesman that the company expects him to do his duty only suggests to him that whoever wrote the letter thinks he is not doing it. The letter should be constructive, appreciative, and hopeful—without slopping over.

The principal objection to the use of personalized general letters is that anything said in the letter is likely to be construed by the salesman to whom it is addressed as a "crack" at him. Some sales executives, for example, use letters of this type to tell about the nice business certain salesmen sent in during the week. In a general broadcast such items would not do any harm and may do considerable good. But if used in a personal letter, those salesmen who have tried their best without succeeding immediately jump to the conclusion that the sales manager is telling them about the other fellow in order to put them to shame. As a rule it is poor policy to do or say anything in a letter to a salesman which will break down a man's self-respect and self-confidence.

A recent survey made by the Sales Managers' Club of Boston to find out what salesmen wanted from their sales manager put appreciation high on the list. The feeling was general that too many sales managers are too prone to criticize a man for what he failed to do; too slow to recognize what he did well. Some sales managers refrain from too much back-patting on the grounds that it gives salesmen swelled heads. That is sometimes the case. However, there is a way of patting a man on the back, so that he will feel his good work is appreciated without causing him to feel that he has arrived.

Backing Up the Salesman: Most salesmen, rightly or wrongly, feel that their work is not appreciated and that they are not getting the support they should be getting from the house. They secretly resent the fact that most of the letters they receive from the office imply, even if they do not come out and say so, that they are not doing their part. But, they ask, what about the company? Is it doing its part to back me up? A salesman traveling out of Monroe City, Missouri, wrote as follows, to the editor of this HANDBOOK: "I have read many of your books and articles on selling and must say they are very good. But no matter how good a salesman is or how well he does his work, if his company does not back him up it is hopeless for him to try to build up his territory. It will surely slip away from him. For example:



Dear Sir:

Here is a way of improving your business and the impression you make upon your customers and friends.

Until now, such quality and color in stationery was available only in large orders. Cost was high due to expensive artwork, engravings and color printing. Now, at a fraction of that cost this beautiful stationery is yours in as

Illustrated two-color stock-letterheads are provided by a number of suppliers. Here, Atlantic Advertising uses its own product as the first page of a four-page folder showing the variety of designs available.

In a territory where the salesman contacts his customers every 6 to 8 weeks, he calls on a merchant and the first thing the merchant throws at him is something that has transpired with the home office but which the salesman knows nothing about. Why is it that so many companies treat their salesmen like outsiders? Why don't they send them copies of letters written to customers? Why don't they do something to keep customers warm between calls? Why don't they do their part, as well as needle us to do ours? Why don't you write a book needling the sales manager for a change?"

It is easy for anyone who has sold goods on the road to understand this salesman's point of view. Some salesmen are truly the forgotten men of business. But it is not so much that they are forgotten, as it is that nobody at the home office takes the time or the trouble to write them an occasional letter telling them what is being done to back them up and make their job easier. Most of the things which a company does to back up its salesmen—such as good products, right prices, strong advertising, sound policies, etc.—are taken for granted by the salesmen. The smart sales manager or sales promotion man finds a way to make these taken-for-granted activities take on real importance in the eyes of the salesmen. The letters sent out to the field from

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the sales department deftly discuss projects and activities which directly or indirectly back up the salesman and make it easier for him to sell. Take such a small matter as sending out letters or cards to pave the way for a salesman's call. After a year or so, the salesman accepts this kind of help as routine. He, perhaps, never considers what it costs, or how much it would mean to him sales-wise if the practice was discontinued. But just stop it and see what happens!

In the same way, sales promotions which a company undertakes to stimulate sales at certain seasons of the year, or to tie in with special weeks or occasions, all too soon are taken for granted. They are just something the sales promotion department does to make money for the company. Salesmen are apt to overlook that in making money for the company the promotion makes money for them, because it makes their job easier. This fact needs to be stressed in writing salesmen regarding the company's sales promotional program.

Because of the sensitiveness of salesmen to criticism, and the danger of sooner or later saying or implying something that will throw them off their feed, most experienced promotion men prefer to intersperse the dictated letters sent to salesmen with obviously general bulletins which are frankly broadcasts. It gives them an opportunity to say things that will be of a somewhat critical nature without hurting anyone's feelings.

There are many other ways that friendly, constructive letters can be used to build sales by building salesmen. Among these are the following:

1. Educate prospective customers as to the value of goods, and pave the way for the call of the salesman.
2. Secure new inquiries, which may be turned over to the salesmen for individual, personal effort.
3. Notify customer of approaching call of salesman in such a way as to break down sales resistance.
4. Remind salesmen to send in items for the sales bulletin, which effort will not only help the manufacturer and please the customer but incidentally aid other salesmen.
5. Coach salesmen on the proper extending of credit, so that there may be no doubt as to how far they may go in this direction.
6. Help salesmen make collections.
7. Follow up the call of the salesman, expressing appreciation of order, and so on.
8. Keep customers satisfied and happy in between the calls of salesmen.

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TO ALL DISTRIBUTORS:

A lot of talking has been done for years about "Seasonal slump" in the refrigeration equipment business. So much talk and thought has been given to it that it has become in many organizations an accepted fact. Salesmen have been sold on it. They believe it. What is more regrettable--they practice it.

I have "doctored" the subject of this bulletin to indicate what I think it is. It is salesmen's slump. Of course, the food merchant may be harder to sell but that is where real salesmanship comes into worth-while play. During the winter months the merchant is making money and during the holiday season he is doing more business which should put him in a receptive frame of mind for new or replacement equipment.

He is at the turning point where he can look back over his last summer's business and correct weaknesses in the way he conducted his enterprise and get set for doing a better job next year.

Have you told him how he can invest in capital goods and not only have a better looking, more efficiently run business but can actually save money next year by so operating--also that he'll make a tax saving? Try it! Most of them will listen--and act!

Then, too, how about selling the entire Sherer line? Send your salesmen out to call on all the bakeries in your territory. Not only will they sell Retardos but you'll be agreeably surprised at the prospects they'll turn up on regular coolers, combination and freezer coolers and reach-ins.

Here's another one to try. Send the boys out to call on florists. Here again you will be floored by the number and variety of good sales and sales leads.

Cold canvassed all the drug stores in your territory lately? No seasonal slump here. It's the time for striking pay dirt on reach-ins and coolers.

Now what brought all this up in the first place? One of our salesmen inquired if it would be okay for him to take Thanksgiving week off. The usual talk occurred--"There isn't anything doing during Thanksgiving week anyway." Before I thought it all out I had AGREED! But it's the bunk! I can tell from the number of interested prospects dropping in at the factory. Also our incoming coupons answering national advertising DO NOT DROP OFF. So if your organization is experiencing seasonal salesmen's slump, go to work on them. Now there's equipment for you. Money in your pocket. More money for the sales force. Get yours while the going is good.

Sincerely yours,

Distributors welcome constructive letters giving them sales ideas which they can pass along to their salesmen. Above is a good letter of this type.

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9. Follow up old customers who failed to buy at the time the salesman called.
10. Follow up prospective customers who failed to buy when called on by the salesman.
11. Keep in touch with people or firms who were once customers but who have not bought for a long time, trying to find out why they have not bought, so as to overcome whatever obstacle may be in the way of a continuance of business relations.
12. Getting from successful customers experiences and expressions which may be used in letters to prospective users or as suggestions to less successful customers.
13. Work on customers who are buying less than they once did, and make suggestions as to the disposition of goods, and so on.
14. Explain special offers, unusual opportunities, etc., to the trade, making it easier for the salesman to get action when he calls.
15. Inject new life into discouraged salesmen.
16. Explain to salesmen about contests, prizes, etc.
17. Keep salesmen informed as to what is being done in their territories to help them, letting them know that the house is supporting them and ready to help wherever opportunity affords.

Letters to Distributors: Keep in mind when writing promotional letters to wholesalers and others who distribute your product that they are in business to make a profit, and there *may* be a way to make a bigger profit than by pushing your line to the exclusion of competitive lines. Of course, that is not true in the case of exclusive distributors—those who handle only your line—but it is amazing how many sales promotion men seem to think every distributor is “dead from the neck up” just because he is not continually pushing the sale of their product. Nothing will so neutralize interest in a manufacturer's line as letters which even mildly suggest a man doesn't know his business, or that you know it better than he does. He may not value his connection with your company nearly as much as you think he does. This is especially true since the sellers' market came to an end.

As in personal selling, salesmen and sales letters are most welcome when they come to grips with a problem which at the moment is uppermost in the mind of the recipient. These are called “live nerve” contacts. For example, conditions might have taken a turn and sent the distributor's sales force into a tailspin—perhaps a sudden fear on the part of customers that prices are going to drop. Such a situation calls for a factual letter from the wholesaler's suppliers, and you need have no fear the letters

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won't be read with interest. Or it might be a seasonal slump. That is a headache for many distributors.

Letters to Distributors' Salesmen: Even though the distributor's salesman is not on the company payroll, he is very much a part of the company's sales organization. In fact, he might easily be the bottleneck in the company's sales operation. This is especially true in the case of a company which distributes almost entirely through wholesalers, and depends upon the wholesaler to push its products. The problem is complicated by the fact that the average wholesale salesman sells a thousand or more items, usually from a catalog or price list, and so far as he is concerned your products are just one more item in his line. But if there are good reasons why the wholesaler and his salesmen should push your products, perhaps in preference to competitive products, it is good sales strategy to find some way to keep those reasons before them. Writing them friendly, helpful, and factual letters may not be the best way to do this, but it is an easy and usually an effective method when the company cannot afford more elaborate promotions.

The type of letters which best motivate distributors' salesmen are those which aim to help the salesman improve his sales opportunities and make more money for himself and his company. Some of the most effective letters which manufacturers have sent out to wholesale salesmen have not mentioned the product in the letter. The theory is that anything a manufacturer does to help the wholesaler's salesman to greater success helps the wholesaler to operate more successfully, and thus he helps himself. It is not possible to write a salesman friendly letters about problems which bother him, without the salesman appreciating the lift. The name on the letterhead, the signature at the bottom of the letter, the occasional enclosures which accompany the letter all remind him of the company and the product it makes. He is bound to develop a friendly feeling for the company, and its products, and by the same token he is bound to reflect that kindly feeling in his conversations with customers.

A paper manufacturer selling an advertised line of book papers through jobbers, exclusive and otherwise, found that something more than trade-paper advertising was needed to get the volume required to operate the mill at a profit. This was before the war when paper had to be sold in a tough competitive market. So the sales manager for the mill hit upon the idea of employing a man who had been a top-flight paper salesman, but who had re-

cently retired, to do a fortnightly letter built around his experience as a book paper salesman. The idea was to bombard salesmen selling book paper to printers and publishers with selling suggestions, advice, and counsel. The only mention to be made of the mill brands which the company sought to promote was on the letterhead.

At first glance this indirect approach might seem like taking the long way home. But wholesalers are not inclined, as a rule, to get excited about giving out lists of their salesmen to manufacturers. In the first place, they prefer that communications clear through them. In the second place, they have their own ideas as to what brands of book paper they wish their salesmen to push. They probably have private brands which they like to think return a greater profit. Then, too, being human they harbor the suspicion that if they give out a list of their salesmen there is always a possibility it will fall into the hands of competitors who will promptly try to hire their men away by offering a better "deal." But the wholesaler, no matter what he distributes, has the problem of keeping his salesmen on their toes. He knows only too well that most of his salesmen are order takers. Few of them are doing a really creative selling job. But those who are using creative methods are getting more business. So, naturally, he is receptive to any plan or proposal which will help him to correct bad work habits in his sales organization, raise sights, and build the men into hard-hitting business getters. He has to decide between his natural reluctance to give out the names and addresses of his salesmen, and his desire to increase the stability and earnings of the business.

In the case cited, when the paper manufacturer explained that the letters he proposed to send out would be purely educational, and not "plug" either the company, or its brands excepting as they might be listed on the letterhead, the wholesaler could hardly turn down an opportunity to give his salesmen such practical help. Of course, the fact that the mill was well and favorably known to the wholesaler, who valued the franchise and hesitated to appear noncooperative, was also a factor. But at any rate, this mill was able to get 100 per cent of its wholesalers to cooperate, and the "Letters from an Old Paper Salesman to His Friends" went over with a bang. It was one of the most effective promotions the mill ever undertook. And the idea is just as good today as it was then.

This case is cited to impress upon sales promotion men, who are bubbling over with enthusiasm for the products they are

SALES PROMOTION HANDBOOK

promoting, that in preparing letters for mailing to distributors' salesmen, too much shouting about the product's virtues and the house's reputation is unwise. This is especially true when left-handed jabs are taken at competitors whose lines may be distributed by the same wholesalers. The letters that ring the bell with distributors' salesmen are those which strive first to help them to be better salesmen, and second to sell more of a product or service.

Letters to Dealers: An examination of nearly 100 letters from manufacturers received by a hardware merchant in a suburban community, saved for the editors of this HANDBOOK, shows 70 per cent of them misfired. Only 30 letters out of the entire bunch were set aside by the merchant as being of sufficient interest or appeal to do anything about. The rest would have found their way into the furnace.

The most common fault in these letters was that they were too general. They did not get to first base, for to reach busy dealers, who like to "size up" incoming mail by the corner card on the envelope, the opening paragraph is all-important. If the letter doesn't come to the point quickly, and touch upon a problem close to the merchant's pocketbook, its chances of escaping the wastepaper basket are slim indeed. But, on the other hand, if it hits the merchant "where he lives" and talks *his* language, it has a mighty good chance of being answered. At least it will get favorable consideration. Even though a dealer gets a lot of mail, and a lot of long-winded letters from those who seek to sell him something, he is still eager for suggestions which help him make money or expand his influence in the community.

There are dealers and dealers. But by and large they are not moved by general statements about the merit or selling qualities of a product. They discount such statements as "self-pleading." Merchants are more interested in what other merchants have done with a product, and how they did it, than they are in what a manufacturer thinks about his own product. Merchants, perhaps more than most people with whom the sales promotion department deals, are profit-minded. It is not unusual to see a merchant go through his mail and read only the return card or order blank enclosed with a letter. He figures that he can get the profit information he wants more quickly that way and not have to read through what he calls a lot of "sales talk." Another fault in many letters is they talk too big, use too many \$10 words and superlatives. It is better to understate your case than to overstate it.

SALES PROMOTIONAL LETTERS

Dealers want their facts straight and they want them simple. An advertising manager connected with a large manufacturer once said: "I was, until a few years ago, a retail merchant in a small town. I believe that a great deal of the appeal to the small-town dealer misses the mark because the letter is cluttered up with advertising jargon that the small merchant just doesn't understand, or if he does understand it, it fails to impress him. 'Distribution,' 'localized circulation,' 'broadsides,' 'consumer acceptance,' may impress the promotion man who wrote the letter, but they leave the merchant on Main Street cold." In the same way letters that preach, patronize, and assume that the merchant is not a smart operator are certain to find their way into the yawning wastepaper basket.

A study of letters used in promoting sales for a large manufacturer shows the wide application of letters in modern sales management and suggests ways in which you could use personalized letters more effectively in your own sales promotional activities:

1. TO REDUCE RESISTANCE TO SALESMEN

- (a) Letter developing new prospective customers.
- (b) Letter to precede call of salesman.
- (c) Letter acknowledging initial order to salesman—to customer.
- (d) Letter to prospective customer who did not buy.
- (e) Letter to prospective customer who promised to buy later.
- (f) Follow up to both "d" and "e" prospects.
- (g) Letter to customer by salesman back in house.

2. TO INCREASE SALES TO PRESENT CUSTOMERS

- (a) Letter to trial customer to head off complaint.
- (b) Letter to old customer who is buying spasmodically.
- (c) Letter to old customer who had stopped buying.
- (d) Letter to customer regarding special offers.
- (e) Letter to old customers soliciting full line orders.
- (f) Letter inviting old customers "to come to market."

3. TO STIMULATE MAIL ORDERS

- (a) Letter to "open territory" prospects about to start in business.
- (b) Letter in answer to requests for catalog.
- (c) Letter following up catalog emphasizing specials.
- (d) Letter to nonresponsive inquiries requesting return of catalog.
- (e) Letter to eliminate deadwood in mailing list.

4. TO ENSURE USE OF DEALER HELPS

- (a) Letter asking for "dealer help" suggestions.
- (b) Letter soliciting dealer's active cooperation.
- (c) Letter acknowledging dealer help requests.
- (d) Letter suggesting new ideas for dealer helps.

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In the handling of correspondence of this type it is generally wise to use automatic typewriters. The letters are cut on paper rolls in the same manner as player piano rolls. After cutting, the rolls are filed, and when several letters of one kind have accumulated, the roll for that particular letter is placed in the machine. The machine automatically stops, whenever desired, at any place in the letter so that the operator can insert amounts, names of companies, or other subject matter.

FOLLOW-UP LETTERS

Present-day selling, except in the case of products sold on a one-call basis, resembles a siege. The salesman first has to investigate and build his plan. Then he has to decide just what plan of attack to follow, and how much effort he will have to spend on that account. No thinking salesman today follows the "once in awhile" method of calling for business. He goes after it systematically, deliberately, and keeps after it with the utmost intelligent perseverance. The same should be true of mail follow-up work. The sales problem should be carefully considered: (1) As regards the product and the margin of profit available for mail work, and (2) as regards the market and the opportunity to dispose of a sufficient volume to make the campaign pay. There are, of course, different factors in every business that must be considered, but the following will apply to most lines of industry:


1. MARGIN OF PROFIT: Cost to manufacturer, plus fixed overhead (omitting sales cost) deducted from selling price. Use average unit of sale for computing this item.

2. REPEAT QUALITIES: How often will the product repeat (or supply business) during the average life of an account? Use average figures. Multiply margin of profit on initial sale by repeat profit to arrive at a gross profit per account placed on books.


3. GOOD-WILL VALUE OF NEW ACCOUNTS: Determine roughly the extra business that will result through the establishment of additional good-will units. These figures may be secured by making an analysis of increased volume in any typical territory where number of new accounts has been materially increased over preceding year. Add to gross profit per account.

When you have decided just how much you can afford to spend to make a sale, the next step is to decide on the range of the campaign, always keeping in mind that in direct-mail work the larger the mailing the smaller the cost per sale. In other words, after the cost of preparing and creating the mailing pieces has been absorbed, you only have presswork and paper to add on to every additional thousand pieces you send out. A cam-

campaign that will pay on one thousand names can be made to pay equally well on ten thousand names, if the names are of equal quality. Proceed as follows in analyzing your proposition to determine the size of your mailings for a given campaign:

<h2>SNOW</h2> <h3>on the mountain tops</h3> 
<p><i>An Illustrated Letter from Webb Young, Trader . . . Santa Fe, N. M.</i></p>
<p>Dear Customer:</p> <p>Down on our Plaza this morning I met an old, old Indian friend of mine, whose name is Snow-on-the-Mountain Tops.</p> <p>He is over 80 now, and one of the Wise Men of his tribe. But he is still as tough as a mountain oak, and his shoulders</p>

Follow-up letters lose pulling power if the same letterheading is used for successive mailings. The trick is to get a change of pace, without losing continuity.

<h2>Pueblo War Drums and APACHE PLUMES</h2> 
<p><i>An Illustrated Letter from Webb Young, Trader . . . Santa Fe, N. M.</i></p>
<p>Dear Customer:</p> <p>In the old days, when we were trying to settle this part of the country, the Apache Indians were the toughest <u>hombres</u> we had to handle.</p> <p>And long before we came here, these same Apaches were a pain in the neck to the peace-loving Pueblo Indians. No Pueblo Indian could go out</p>

In the series used by Webb Young, a different heading is used for each letter, but cumulative effect is retained by unique illustrations and typographical treatment.

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1. NUMBER OF KNOWN BUYERS: Compiled from counts furnished by market surveys, list houses, directories, your mail lists, rating books, census figures, etc.

2. NUMBER OF BUYERS ALREADY SOLD: Deduct from known buyers an amount equal to the number which have already bought or are using your product. Figures from your own sales records.

3. NUMBER OF UNDESIRABLE BUYERS: Concerns or individuals who would be unable to purchase and pay for product; accounts located in inaccessible territory, etc.

4. NUMBER OF BUYERS SOLD BY COMPETITION: Use production of competitors as a basis, multiplying by the time they have been in business, and such other factors as life of product, etc.

5. NUMBER OF POSSIBLE BUYERS: Found by deducting items 2, 3, and 4 from the number of known buyers. These names should be classified according to sales appeal. If sales appeal is geographical, classify geographically—if vocations differ, classify by vocations.

The following are good types of mailing pieces which can be produced at a very nominal cost and have been found to be especially effective:

LARGE BROADSIDE: Gives utmost display at lowest cost of printing, as all the type matter is printed at once. Especially valuable when it is desired to literally sweep away doubt by hurling a great array of facts at the buyer at one time. When folded will go through the mails without envelope. Best to use color in a mailing piece of this kind.

FOUR-PAGE ILLUSTRATED LETTER: Gets the letter and the descriptive matter to the prospective customer together. Most effective when the letter on first page is multigraphed on, and the letter carefully filled in and personally signed. In using this type of mailing piece much depends on the illustrated qualities of the inside spread, which should be in color.

SELF-ADDRESSED REPLY CARD MAILERS: There are several forms of these mailers; some are cut with a slot so that the address which is typewritten on the return card also serves as an address on the mailer itself. Some of these cards are patented, but there are many which cannot be protected. A good piece to use where reply cards are essential, as all the prospect has to do is to O.K. the card and toss it into an outgoing mail basket.

SINGLE PAGE ILLUSTRATED LETTER: Used in place of the ordinary company letterhead in order to provide a change of dress. It is generally unwise to use the same letterhead more than once in any given campaign. Prospects too often pass on the contents of a letter as soon as their eyes rest on the letterhead, the design of which can be remembered more easily than the text.

STAMPED GOVERNMENT POST CARDS: A very valuable part of a direct-mail campaign too often overlooked. Can be used effectively in many ways. The most economical advertising piece to produce, as the stock is furnished free by the government and the stamp is affixed. Also has the advantage of going first class.

One sales manager suggests the following letter ideas:

LETTER No. 1: This presumably is the letter in which you will outline your proposition so that it may be accepted or rejected. There is no need of using a "strategic" letterhead for it. The ordinary house letterhead will do, only be sure

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that it is dignified and of the kind which will establish confidence—the prime requisite in every sale.

LETTER No. 2: For this letterhead I would use something which would show the product in use. It would be of the single page illustrated variety. A touch of color will add materially to its pulling power, and the name should be subordinated to the product.

LETTER No. 3: In the next of the series get away entirely from the usual. A very effective third follow-up can be made by reproducing a clipping on the letterhead. Make an ordinary zinc etching of the clipping, and then print the zinc over a faint greenish gray tint that resembles newsprint paper. Draw a pin on the copy when the engraving is made so that when it is printed it will look as though the clipping has been pinned to the letterhead. Don't use any name whatever on this letterhead. Put the company name and address under the signature at the foot of the letter.

LETTER No. 4: If you have sent a man three letters without getting a rise out of him it is plain you have to resort to strategy. So I would make the next letter something radical. Quite often I use a strip of cartoons across the top, which sympathizes with the recipient. The letterhead: "Movie of a Sales Manager Opening His Morning Mail" is a good example. This stunt at least gets you a favorable consideration, and if your opening paragraph is good, you have a fairly good opportunity to sell your man.

LETTER No. 5: As this will be the final letter in the series, I would make it a personal message from the head of the house to the recipient asking him to tell you personally why he has not shown any interest in the proposition. Make it clear that you feel your advertising manager has been at fault for not properly explaining the proposition, and asking the man if he won't write you confidentially his opinion of the letters. This letter should be individually typed, and a high-grade engraved letterhead carrying the president's name used. This plan has been found highly effective.

A well-planned follow-up should eradicate common objections to the proposition, covering only one point at a time. Suppose that you were planning a follow-up for some kind of duplicating machine. The first thing to do would be to arrange your follow-up by vocational applications, as we know that the prospect is interested in what a product will do for him, rather than in the machine itself. If our follow-up is to go to banks we will want to use a different appeal and a different series of letters, than if they go to laundries. The next thing to do is to find out what the main objections are in each line of business. Before planning the follow-up for banks find out the main objections the banks have to buying duplicating machines. One of the great, if not the greatest, troubles with sales letter writing today is downright laziness. It is also true of most salesmen today. They just won't do any preliminary work.

Making the Letter Seem Important: Letters intended to get action from businessmen need some unusual touch to make them

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stand out in the day's mail, to get them read and acted upon. Yet this must be done without resorting to stunts which are likely to make a businessman say "how clever" rather than "maybe I ought to do it." Because names are usually meaningful to businessmen it is possible, for example, to have several different people sign the letter. Another device is to send the letter, which may be two pages or more long, with a short covering letter from someone well and favorably known to the recipient. It should be personally typed, calling attention to the importance of the letter. This technique is successfully used by Junior Achievement, Inc., in soliciting funds. It can be used in many ways.

Common Faults in Letters: "Most of the letters that I see, and my observation covers about 40 years of office experience," said one business executive, "fall into one of four classes:

"The puzzle letter which is a challenge to the reader; the letter that is not clear but is reasonably understandable; the letter that is clear; and the letter that is good because it transmits the thought of the writer to the reader. Roughly, the first class accounts for 10 per cent of the letters; the second and third classes for 40 per cent each; and the fourth class not over 5 per cent.

"If any one studies the incoming and outgoing mail in an office of reasonable size, I think he will agree that there are four reasons why good letters do not constitute a larger percentage of the total mail.

"The first and most common offense is haste in reading and signing one's mail. If you go through almost any office just before closing time, you will see people hurriedly glancing through their mail and signing it, and you will see, at the same time, some mail being signed by clerks who did not dictate it and know little about the subject matter. I contend that there is no way that a person can improve his mail more quickly than by reading each letter carefully before he signs it, and discovering his own weaknesses. In the majority of cases there is no necessity of rewriting the letter. It can be allowed to go out as it is, but a caution can be set up in the writer's mind to avoid a repetition of some particular fault in future mail.

"Another cause of weakness in letters is the lack of clearly defined thought at the time of writing. The evidence of this in many letters is a wandering or a shifting of position instead of a direct path from the opening to the closing, and this weakness

tends to make letters longer and less concise—and, by the way, a writer should distinguish between brevity and conciseness.

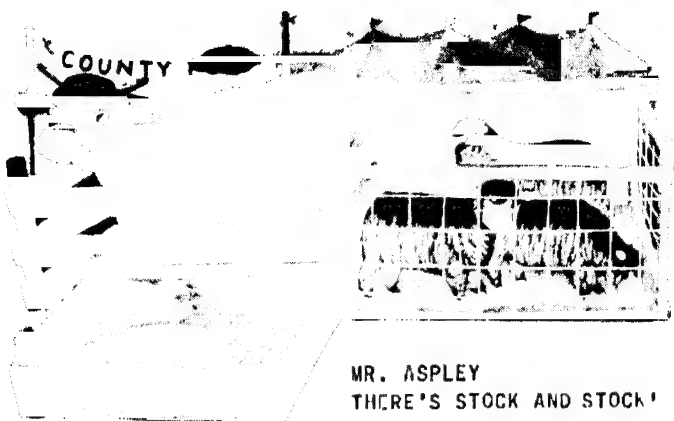
"A third cause for poor letters is interruptions. A man who is interrupted, especially if he is writing a long letter, loses the continuity of his thoughts. Related to this are diverting thoughts; many things pass through a man's mind when he is dictating, entirely foreign to the subject matter of the letter. Similar also in its effect is preoccupation because a man has found it necessary to interrupt some absorbing piece of work long enough to answer his morning mail. A somewhat different fault, but annoying to the reader, is the grammatical error. Errors of this type are surprisingly common, and they invariably take the reader's mind off the subject matter of the letter, and induce speculation as to the type of man who wrote the letter.

"The fourth cause of poor letters, like the first, is one that I have never seen mentioned and yet it is a serious fault. There is no name for it but laziness. Frequently when a man is writing, the word that he knows he ought to use, and the word that will express his meaning exactly, flits through his mind without registering; he misses it and knows that he has missed it, but is too lazy or too indifferent to hunt for it, so he uses some other word, with a slightly different meaning and perhaps an entirely different connotation, and lets it go because it is good enough."

Production of Form Letters: Sales-promotion letters produced in quantity, popularly—though incorrectly—called "form letters," are generally prepared by one or another of the several processes which give the appearance of a typed communication. The various kinds of equipment used for this purpose are described in detail in Chapter 41 of this HANDBOOK, "Sales Promotion Equipment."

In most of these systems of reproduction, the letter is typed through a ribbon, as on a conventional typewriter. Best results in processing with such systems as Multigraph can be obtained when an inking attachment is used constantly to re-ink the ribbon (which is held stationary over the type form) rather than using a moving ribbon, which becomes lighter and lighter as it is used. Variation of color makes it difficult to match first and second sheets and to match fill-ins if they are required. The secret of getting nicely matched fill-ins is to use a typewriter ribbon of the right color and change ribbons as frequently as necessary to maintain the match. For best color control of

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Just Imagine -

"I actually know of people who thought that a stock market was a place where things were bought and sold. That may seem funny, but we've met business men who admit staying away from investing because they didn't understand it."

The Stock Exchange of course is simply an auction market for securities whose prices are determined by bids and offers. The Exchange sees to it that only sound issues are "listed" but its sole function with respect to prices is to give "low" to proper publicity of the ticker tape.

The Exchange strictly forbids secret transactions, while the S.E.C. keeps a close eye on any attempt to manipulate prices. With these safeguards, everyone has an equal chance to get his bid or offer accepted in the free competition of the market.

"When you want to buy or sell through his chosen broker, who has a seat on the floor, you must deal with someone who has. Since prices are constantly changing, time may be of the essence, so the broker submits the offer as swiftly as his facilities permit.

To speed our service, we in Merrill Lynch have no less than six booths or trading floors of the N.Y. Stock Exchange, each strategically located. When we receive a call for a given stock, we route it to whichever booth is nearest the floor where that stock is traded. The time saved in not having to push through the crowd on the great floor may mean dollars to our customers.

And one reason why we do a good job when we go a-marketing for you

Cordially

Walter P. Barlow
Resident Partner

MERRILL LYNCH PIERCE FENNER & SMITH • Board of Trade Building • Chicago 4 Illinois

One of a series of illustrated letters prepared for use of a national brokerage firm to "sell" investors on the service it is equipped to render. This follow-up series had a very high attention rating, due to the dramatic use of the recipient's name in the fill-in. It was individually typed in jumbo Gothic, using a vivid green ribbon. The letterheadings were in four colors.

fill-ins use electric typewriters, adjusting the touch to suit the color of the letter.

It is a great help, when processing form letters which are

to be filled in by a typist, to place a *low* period at the point on the left-hand margin where the first line of the address should be filled in. This saves the typist having to realign the letter after locating the first line of the letter. The period used for this purpose must be taken down so that it just "kisses" the paper, leaving a very faint spot. This is covered up by the inside address. To save addressing envelopes, filled-in letters can be used with window envelopes and thus be made to do double duty.

The use of filled-in letters is diminishing. Many sales promotion men find that they can get equally good results with a caption to flag attention. Few people are fooled by fill-ins unless they are expertly done. In the larger cities there are letter shops which use special presses for producing letters to be filled in. The typewriter ribbons are cut from the same press ribbon. While letters produced in this way are relatively expensive, the work compares favorably with letters produced on automatic typewriters, except that changes in the body of the letter are not feasible. The most effective form letters, of course, are those which are individually written on automatic typewriters. These are operated in batteries of four, manned by one operator. It is not profitable to use a single automatic typewriter for promotional letters. It is less expensive to send them out to be processed.

TESTS FOR A SALES LETTER

By CAMERON MCPHERSON

How do the letters sent out over the signature of your company rate as media for promoting sales and good will? Just as every member of a business organization is *ex officio* a member of the sales promotion department, so every letter, regardless of its purpose, should aim to create acceptance for the policies and products of the company.

1. Are Your Letters Neatly Typed and Easy to Read?

Is the letter set up with wide margins? or is it crowded up on the letterhead with too much white space at bottom? Is the type clean, sharp, and in good alignment? Are the paragraphs short? Remember that first impressions are lasting.

2. Do Your Replies Cover All the Points Raised?

It is a good idea to mark or number all the references in a letter which require answering, so that in your hurry to get through your dictation none will be overlooked. Nothing is more

SALES PROMOTION HANDBOOK



SUNSET HOUSE
169 Sunset Building Beverly Hills
California 90213

MEMO from Jane Reef
Home Economist • Personal Shopper



Maybe 1966 is the biggest year of your life!

You may already have won \$5000 in cash...or
a new Oldsmobile Toronado...or a fabulous
full-length mink coat! Or any one of 1050
other dream prizes!

Want to find out if you're a winner? Just send
in your Lucky Number Order Form (opposite
page 58). Nothing to write, nothing to buy --
it's that easy.

And your chances are great! No one else has
your Lucky Number...it's yours alone!

Why are we sponsoring this giant "Shopper's
Choice" Sweepstakes? A simple reason -- it's our
way of saying "thanks" to all of you who shop
at Sunset House for exciting new ideas and
useful new inventions.

Just look through these pages -- you'll
discover so many things you've never seen
before. Then try them in your own home at no
risk. You have our no-questions-asked
money-back guarantee with everything you buy
by mail at Sunset House. You can't lose!

And you can't lose in our giant "Shopper's
Choice" Sweepstakes either. You risk nothing!
Return your Lucky Number Order Form today.



1 variation of the letter and folder mailing is the four-page folder with the letter printed on the first page. This, of course, loses the impact of a separate letter, but has been found useful in the industrial and publishing fields. It has its advantages, however, such as more economical production, lower mailing costs, and easier handling.

disastrous to good will than the careless handling of requests for specific information

3. Are Your Letters Free from Vague Terms?

Study Emerson and Theodore Roosevelt and note their simplicity of thought and directness of statement. Note that they use short, concise sentences. They use a new sentence to express

SALES PROMOTIONAL LETTERS

AMERICAN *Fly Away* SERVICE



DAYTON MUNICIPAL AIRPORT
P O BOX 1 VANDALIA OHIO
PHONE DAYTON MU 4801

Roll 'em. You can't lose

We call these gallopin' dominoes "American" dice, because no matter how long you use 'em you can't lose

They're "naturals" and 100% dependable

American Fly Away Service is as dependable as these dice too. And, because it takes the entire problem of plane delivery off your shoulders,

You can't lose

Frankly, you can lose your shirt - or at least your profits - with some methods of delivery. No matter what price you quote your customer, personal delivery might cost you much more, especially in winter weather. And no matter what an amateur or "jitney" pilot quotes, "casual" delivery might cost you plenty. Either way, your profits are subject to change.

It's only when your price is guaranteed by a reliable, responsible, careful company which has your investment covered 100% that

You can't lose

It's not immodest to say, "That's American". For our price is guaranteed exactly as quoted. It's complete. It's good for all 12 months and you're covered 100%.

There's no "gamble" when you use American. Like these dependable little dice, no matter how long you use 'em,

You can't lose

Leon W. Wilder
Leon W. Wilder
President

lwj/gs

Small dice were enclosed in a cellophane envelope and stapled to this letter. They served as a "peg" on which the letter was "hung" and dramatized the "You can't lose" theme of the letter. Salesmen were enthusiastic about this letter, reporting that most dealers carried the dice in their pockets. Useful "gadgets" have long played an important role in getting letters read and stimulating interest in product uses. They are likely to backfire, however, if they are too clever.

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each new thought, and don't try to crowd three or four ideas into one sentence. What you are saying may be very clear *in your own mind*, but will the recipient see the same picture?

4. Do Your Letters Come to the Point Quickly?

The opening and reading of mail is making more and more demands on your customer's time. He is in an impatient mood when he reaches your letter. So come to the point quickly. Keep on the main track. Don't take your customer on needless side excursions. Say what you have to say, in a friendly, good-humored way, and sit down.

5. Are Your Letters Free from Hackneyed Phrases?

Are you still "begging to advise," "wishing to state," and "hoping to hear" in your letters? You don't *talk* that way, so why write that way? Endeavor to be yourself in your letters and studiously avoid these threadbare and moss-covered mean-nothings which mar so many business letters. They waste your time, the time of the person who has to transcribe your letters, and the time of the customer.

6. Are Your Letters Cheery or Coldly Commercial?

In your desire to be concise be careful not to give a "curt" tone to your letter. No matter what your position may be, whether you are the general manager of the business or only one of many stenographers, you are here to serve.

7. Have Superlatives Been Toned Down?

Are you working "best" and "very" overtime? Are you using such expressions as "made from the very best materials obtainable" instead of stating specifically the materials used? Are you using adjectives that have lost their effectiveness?

8. Do Your Letters Anticipate Further Questions?

A really good correspondent puts himself in the place of the man with whom he is corresponding. He not only gives the information for which the man asks, but any other information which he thinks the man needs to reach a decision.

9. Do You Appeal to the Recipient's Self-Interest?

There is always a temptation to talk about what we are doing, what we hope to do, and what we have done. We think everyone is interested in our problems, our troubles, our distractions. Forget yourself. Think about the man to whom you are writing. He is not interested in you.

10. Do Your Letters Create Confidence and Ring True?

It is a real knack to be able to make the recipient feel that here is a man who is telling him unvarnished facts, and not painting a beautiful picture of something that does not exist. To do this, be careful not to overemphasize; impress without seeking to impress.

11. Do Your Letters Ask for Specific Action?

We write business letters to get business. Sometimes we write them to get orders; sometimes we write them to get information; sometimes we write them to give information; but always to build our business. We can get more business if we close every letter with a specific request for action. If you want an order ask for it. If you want a reply ask for it.

Uses for Letters in Building Business

SUPPLIER RELATIONS

A good supplier usually is your best potential customer—give him an opportunity to reciprocate.

Your suppliers have friends. Many of them need your products and would buy them from you if urged by your supplier.

Do you periodically "sell" your suppliers on your square deal buying policy, so that they will value your business all the more and serve you all the better?

Treat your suppliers, in your letters, as you would like to have them treat you if your positions were reversed.

Some day there will be a merchandise shortage when it will pay to be on your suppliers' blue list—the time to get on it is NOW.

CUSTOMER RELATIONS

A satisfied customer is your best advertisement—a 100 per cent letter will keep him a booster for you.

When you get a new customer make a fuss over him—a 100 per cent letter will make him feel he has found a friend.

Your front yard is full of uncovered opportunities for getting more business—100 per cent letters will find them for you.

Everyone has a different idea about your company and your policies—good letters will correct any misconceptions.

Some customers and prospective customers cannot be sold economically by salesmen—give letters that job.

Keep feeding your customers new ideas for using your product or service so that they will be able and glad to buy.

It costs money for a salesman to sell a buyer who never heard of you before—letters will break down that resistance.

Eighty per cent of your customers buy only 30 per cent of their requirements from you—go after the other 70 per cent with 100 per cent letters.

Your present customers have friends—the right kind of letters will get their names so you can sell them too.

The best salesmen and the best territories get sinking spells—100 per cent letters will pick them up.

SALES PROMOTION HANDBOOK

Your customers are continually exposed to your competitor's sales lures—use more letters between your salesmen's calls.

A sale is not completed until the product moves out of your dealer's store—letters to his customers may help.

When a customer pays his account promptly write him a letter—give him a reputation for being prompt pay and he'll try to live up to it.

GENERAL LETTERS

Before you start to dictate, do you underscore points in the letter you are answering to make sure you will not overlook any?

Do you strike at the heart of the proposition; or do you hem and haw, and beg to state, before you really get going?

Do you write differently than you talk? Are your letters natural and easy, or are they stilted and dull?

Is your tone simple and frank, or do you talk AT people? It's much better to talk WITH them.

When there is an objection to be overcome, do you use the "yes-but" technique, or do you contradict?

Does your letter reflect self-esteem or does it sound apologetic and weak?

Are you considerate of the other fellow's point of view?

Is your letter honest or do you say you are "surprised" and "dumbfounded" and "amazed" when you really are not?

Do you try to be pompous by using big words that few people understand, including perhaps yourself?

Are your sentences short and your paragraphs brief? Avoid getting the "and" habit.

How about the dead phrases—the "beg to advise," the "wish to state," the "instants," and the "ultimos"? Beware of cluttering your letters up with deadwood.

Are there enough "for instances" in your 100 percent letter to make it interesting and convincing?

Do you anticipate the reader's "so what" attitude with which he reads every letter—yours included?

How about the sequence of your points? Are they orderly and logical or do they hop-skip around?

SALES PROMOTIONAL LETTERS



ALSO IN DETROIT

WABASH AT MADISON

CHICAGO 2 ILLINOIS

Dear Mr. Appleby:

You can't very well try
this one on for size.

but your sense of touch will convey the superb
quality of the felt in our Cavanagh hats. The
sample is cut from felt that goes into \$20 hats -
but there are Cavanagh hats at \$12.50 and at \$15
you can again have the Cavanagh edge - the cele-
brated felted edge originated by Cavanagh that here-
tofore was not available below \$20.

The new fall selection includes hats of various
types - Off the Face and Bowburses as well as the
Snap Brim. In numerous attractive colorings and all
the necessary proportions to afford hats that are
becoming to your face and figure.

But perhaps the best reason for buying your hat here
is the expert and conscientious assistance you are
assured by salesmen who know how to fit hats properly -
and are sufficiently interested in your future pa-
tronage to make sure that you are fitted properly.

Cordially yours,

CAPPER & CAPPER

E. M. Barthman

FINE MENS WEAR

An example of the one-line fill-in, with an attention-getter in the form of a small hat-shaped cut-out clipped to the letter. The felt cut-out was from trimmings used in the manufacture of the hat, and demonstrated a popular shade. Note how the writer uses the clipped-on sample as a "peg" for his letter. It also accomplishes another sales objective, it appeals to the recipient's sense of feeling. This letter proved effective in bringing hat buyers into the store to look at the new styles.

SALES PROMOTION HANDBOOK

After you have secured interest and conviction, do you follow through with a request for action?

Does your letter make it easy for the man to do what you want him to do?

How does the letter look? Is it neatly typed on good stationery, or is it just another "one of those things"?

Above all, is it the kind of letter you would like to have somebody write you, were you on the receiving end of the line?

DIRECT SELLING LETTERS

Does the opening paragraph touch a "live" nerve?

Will it shock the casual reader out of his indifference?

Is there a quick appeal to the reader's self-interest?

After awakening interest, does the letter proceed quickly to create desire?

Is the selling strategy simple—does it concentrate on *one* dominant buying motive?

Or, is its effectiveness dulled by attempting to cover too many buying reasons?

Is there sufficient proof to build up confidence in the proposition?

Does the letter show a keen understanding of the buyer's problem?

Has an overuse of superlatives given the letter a boastful or bragging tone?

Does it sound honest, or has a touch of "hokum" crept in to hurt it?

Have you painted the lily? Understatement is usually more effective than overstatement.

How about the price? If it might seem high, have you handled it as a matter of values?

Is the offer clear-cut and straightforward? Assume the buyer is honest until he is proved otherwise.

Finally, does it tell the reader exactly what you wish him to do?

And does it make it easy for him to order?

SALES PROMOTIONAL LETTERS

FAIRCHILD

INDUSTRIAL PRODUCTS

A DIVISION OF FAIRCHILD CAMERA
AND INSTRUMENT CORPORATION

221 FAIRCHILD AVENUE PLAINVIEW, L.I. N.Y. 11803 516 WE 8 9601 • TRX 516 432 9151 • CABLE: FAIRCHRAF PLAINVIEW N.Y.

RE: Fairchild AV 400 Continuous
8mm Film Projector

Dear Sir

Thank you for your recent inquiry for information concerning the Fairchild AV 400 continuous 8mm film projector. Technical specifications, literature and price information are enclosed for your inspection.

Fairchild's AV 400 stands foremost and alone in the fields of sales aids, message communication and continuous film display systems. It operates dependably for thousands of cycles without appreciable film wear. It weighs only seventeen pounds, takes up less than two square feet (wide open) and shows up to 20 minutes worth of color sound film. Fully transistorized, it requires no warm up, utilizes a continuous loop cartridge and never has to be rewound. With the 400, the need for darkened rooms, bulky projection equipment and trained operators is eliminated.

Since its introduction in 1961, the AV 400 projector has set the standard for the field. Industrial firms by the hundreds have entered the film market and supplied their salesmen, distributors, dealers and showrooms with this unit. Schools, churches, and agencies have accepted this perfect way to get across their message conveniently, quickly, orally and visually.

I have also included information describing the MoviePak system with the Mark IV rear screen projector and the Mark V front screen projector. These units provide completely automatic projection and are indispensable when the projection of several films may be required. Changing film with the MoviePak is simpler than changing a phonograph record.

Fairchild maintains a nationwide staff-service capability and franchised service dealers are established in most major metropolitan centers. We would welcome the opportunity to discuss your plans with you and look forward to hearing from you again.

Sincerely,

FAIRCHILD CAMERA & INSTRUMENT CORP.



Nat L. Myers, Jr., Director
Communications Products & Services

When a prospect writes for information about a product, he is not familiar with related products in the manufacturer's line. This letter brings them to the reader's attention. Note the reference to staff representatives and service dealers waiting to help the customer.

LETTERS TO THE TRADE

Does your letter put the dealer right up front in the picture, and do it quickly?

Does the cash register begin to jingle before he has finished two paragraphs?

Is the letter written in the dealer's language? Does it show sympathy for his problems?

Dealers are hard to keep hitched—is the tempo of the letter fast enough to hold interest?

Dealers are skeptical of what sellers tell them—do you use concrete cases to prove your points?

Does your letter talk profits, and profits, and then more profits? And do you prove it to him?

Do you show him exactly how he can make a certain profit by doing a certain thing?

Do you talk about profits in amounts rather than in percentages which are hard to visualize?

Does your letter sell the sizzle, rather than the steak?

Can a busy dealer read your letter and get its message in 3 minutes? Four minutes is probably more time than he will give it.

Is your proposition supported with dramatic enclosures based on the "What One Dealer Did" principle?

Do you ask for action without pussyfooting?

And do you make it just as easy as possible for the lazy dealer to say "Yes"?

LETTER IMPROVEMENT PROGRAMS

IT IS not unusual to hear a salesman complain that after working his head off to get some account onto the books, he lost it as a result of some letter written by an unthinking correspondent in the factory. The same is true so far as a company's sales promotional effort is concerned. Thousands of dollars can be spent building up accounts through various promotional methods, only to have the work undone by clumsy letters received by the customers from persons at the home office. They should know better, but they don't.

On the other hand, it would be hard to calculate the hundreds of old friends of the business who placed their first order as a result of a friendly handclasp extended in a business letter. Likewise, the same kind of good-will-building letters, even though they deal with routine matters, can play an important part in holding customers on the books by making them feel more kindly to the company whose name appears on the letterhead.

Opportunities for making friends for the business by well-tuned letters were never greater than they are right now. Which is the reason so many companies are undertaking programs designed to make all those who write letters to customers—and not just sales correspondents—letter-conscious. It is a fact well known to those responsible for public relations that a company develops character just as an individual develops character as he acquires wisdom and experience. A most important factor in giving character to a business is friendly letters—letters a company can be proud to send out, letters a customer will be happy to receive. Such letters can best be developed by a company-wide program for improving correspondence. Such a program will cut down the cost of handling inquiries, reduce the overhead burden of excessive correspondence which inevitably results from badly trained letter writers who do not understand the fundamental principles of good letter writing.

SALES PROMOTION HANDBOOK

A regular and sustained program for improving letters will hold good will and build up a sound foundation of friendship toward your company to back up the personal and direct-mail sales work. It will constantly show all correspondents how tactless, ill-advised, thoughtless letters may lose customers who have been gained only through years of sales effort.

Finally, a program of this kind will more than pay for itself by teaching your correspondents to organize their work, to turn out a maximum of good letters daily. It will show them how to reduce the length of letters, to save the time of stenographers and typists. It will create more pride in the work of everyone who writes letters. People who are intensely proud of their work and who understand its importance make fewer mistakes, create more ideas, and turn out better work. These are but a few of the most obvious reasons for a systematic better letters program.

The First Step in a Better Letters Program: One widely used plan does not call for any formal course of study. Nor does it require a lot of textbooks. It costs next to nothing and *does not* require the use of a trained or skilled letter expert.

It *does* require the attention of the best letter writer in your business. That man may be the president of the company, he may be the sales manager, or the advertising manager. Or, in the case of larger companies, he may be the chief correspondent or the head of the correspondence department. The first step is to put your finger on this man—whoever he may be. This person must, of course, be able to write a good letter. He must be patient, tactful, and courteous by nature. He should be the kind of person who can show another where a mistake has been made without robbing that other person of his or her self-respect and confidence. He should have a natural flair for teaching, if possible.

When you have decided on the man best qualified to criticize the letters now being written by the various members of your departments, call him in and explain that beginning at once he is to receive a carbon copy of every letter written. He is to check these carbons for the most glaring errors, for the most obvious opportunities for improvement. Explain to him that he isn't to worry about an occasional split infinitive or a slight error in grammar. What he is to look for are the curt, snappy, tactless errors in letters that antagonize customers. He is to cull out the letters that are obviously too long, clumsy, or vague.

When you have instructed him how to begin, issue a statement to all members of the staff who write letters. Tell them that

LETTER IMPROVEMENT PROGRAMS

they are to furnish this man—the appointed correspondence critic—with a carbon copy of every letter (except those obviously personal or confidential).

The bulletin should state that the critic will be requested to confer with various correspondents from time to time concerning ways and means for improving letters. Make it plain that his word is to be final and that no one, not even a higher executive, should resent the friendly criticism which may be aimed at him after the carbons of his letters are read.

It is vital to a program of this kind that the man in charge of it have the support of the heads of the business. Otherwise, his hands will be tied and the program will soon become an office joke. It is essential that all employees be given to understand that the head of the business himself is taking a keen interest in the program and expects the utmost cooperation from everyone, department heads included.

TO ALL THE MEMBERS OF THE OFFICE STAFF

On next Monday morning we are going to begin a Program of Correspondence Improvement

Mr has been appointed Correspondence Supervisor and will have complete charge of the work. I will take a keen personal interest in this work and shall expect the utmost from every member of the staff

In reading carbon copies of many of the letters we send out, I find many opportunities for improvement. Some of our letters are too long. Others are too curt and brief. Occasionally I find a letter that isn't clear.

Because our letters are the only means many of our customers have of judging us, I am very anxious that every correspondent and member of the office staff join hands with Mr in improving our correspondence to the point where our customers will be favorably impressed by every letter they receive from us--no matter from what department.

To begin this work it will be necessary for every stenographer and typist to make an extra carbon copy of every letter (except personal or confidential letters). These copies are to be given to my secretary, Miss for study and criticism.

Mr 's criticisms and suggestions are offered to you with only one purpose--that of helping you make your work more valuable to us. I am sure you will accept his criticism in the spirit in which it is intended.

Don't forget to have an extra carbon copy of every letter you dictate sent to Miss

Yours truly,

SALES PROMOTION HANDBOOK

Second Step—Lay Out a Definite Program: The surest way to kill a program of this kind and to discourage everyone connected with it is trying to do everything at once. Good letter writers are not trained in a day. In laying out a program, take up one step at a time. Just what step to take first will depend largely on the present efficiency of your correspondents and stenographers. If your letters at present are not written after a uniform style or setup, perhaps it will be best to begin with the appearance of your letters.

It is a mistake to assume that just because your staff members are writing letters every day that they know how to write a good letter. Begin the program with the assumption that most of them know comparatively little about letter writing. With this idea in mind start in to teach them how to begin making improvements in their daily task of writing letters.

It is not only necessary to help correspondents improve their letters, but their methods of work also should be studied. Below is a suggested outline of general subjects to be taken up. It is usually best to begin with the form and appearance of letters. However, if your letters are already written according to a standard form and their appearance is satisfactory, this step may be omitted.

We suggest that you lay out your program as follows:

1. Cost-Cutting Correspondence Methods.
2. The Arrangement and Appearance of the Letter.
3. The Construction of the Letter.
4. The Tone and Spirit of the Letter.
5. Opening and Closing Paragraphs.
6. Putting a Sales Slant in Every Letter.
7. Letters to Salesmen.
8. Letter-Writing Opportunities.

To this suggested outline you will want to add several other ideas of your own. You may want to devote some time and thought to House Policies in Correspondence. There may be a dozen or more house policies which have to do with handling various matters which ought to be understood thoroughly by everyone who writes letters. If this is true, by all means make this one of your subjects.

You may find it necessary to divide up your different classes of customers and prepare instructions about writing to them. If this is true it would be a good idea to have bulletins on "Writing to Wholesalers," "Letters to Retailers," "When We Write the Consumer," etc.

Other suggestions will occur to you as you develop the pro-

LETTER IMPROVEMENT PROGRAMS

gram. It may be well to devote some time and instruction to the matter of form letters, methods for using them, and policies with reference to them.

Preparing the Bulletins and Talks: After the announcement of the better letters program has been handed to members of the staff or posted on office bulletin boards, we suggest that you issue a second bulletin or hold your first meeting of correspondents. In this letter or bulletin explain briefly what you expect to accomplish. If you start with Correspondence Methods, tell some of the things that correspondents can do to improve their letters and to speed up their work.

By all means get over the idea that the entire program is one of mutual self-help—not a plan for checking up errors or finding fault with members of the staff. This first meeting or bulletin will often determine the degree of success you will have. Make it plain that no staff member need feel hurt or unduly criticized if his letters are selected for the first criticisms—remind them that all will be criticized in due time.

Let the facts from this talk or bulletin sink in for a few days, then start reading the carbon copies which have accumulated. Select a few of the worst letters containing the most obvious faults and mark the carbons, calling attention to the faults, in personal conference with the offenders.

Confine your first criticisms to the point brought out in the first talk or bulletin. If your first bulletin dealt with appearance and form, confine your criticisms to mistakes in form and appearance. Disregard other faults.

Whoever talks with the correspondents whose letters are first criticized should be careful not to fall into the error of petty faultfinding or bickering. Never, under any circumstances, do or say anything that will rob a man of his confidence or self-respect. If the critic or supervisor is more interested in impressing a correspondent with his superior technical knowledge or his mastery of English than in helping his fellow workers, he will be useless in this program.

Those carbons which show only minor faults should be checked with a blue pencil directing attention to the faults, initialed, and returned to the correspondents. Those which are not corrected or commented on should be thrown away.

The Third Step—Hold Group Meetings: If your organization is small, hold meetings of all correspondents and executives who write letters. If the organization is larger, get together smaller

SALES PROMOTION HANDBOOK

groups whose work and correspondence requirements are similar.

These meetings should be brief and informal. Appoint a leader for each group. The leader should be responsible for attendance and necessary arrangements.

Meetings may be held during the noon hour, for a few minutes after regular working hours, or during office hours. If the meetings are held outside office hours, be sure that everyone comes willingly. Do not "order" employees to attend. Rather "sell" them the idea that the meetings are for their benefit as much as for the company's.

One of the most effective methods of stimulating interest at meetings is to employ one or another of the several sound-slide-films that have been developed on the subject of improving business correspondence.

A number of these are available, but as they go out of date rather rapidly, it would be well to inquire of Dartnell, when and if you wish to consider the use of such films, as to what ones are currently available.

Most companies nowadays are equipped with sound-slidefilm projectors; but in concerns which are too small to warrant the purchase of such machines, projectors are available on a rental basis from photoequipment dealers or other similar distributors.

There are several methods for adding life and interest to the meetings. Ask members of the group to bring letters they are anxious to have analyzed or discussed. Ask them to bring letters which they have revised after suggestions from previous meetings. Suggest that members write letters, then rewrite them and read both copies before the group.

Another good plan to keep up interest is to select a difficult letter that requires considerable judgment, tact, and skill in answering. Select an actual letter from current correspondence if possible. Ask each member of the group to answer this letter and bring it to the following meeting. Then read the various answers, discussing the strength and weakness of each letter.

As the meetings progress you will find an increasing interest in the problems. You will be able to be more critical and delve more deeply into the finer points of letter writing. But for the first few meetings confine the discussions to simple, obvious faults and problems.

Fourth Step—Compile a Manual of Standard Practices: From the meetings you will collect a number of oft-repeated errors—errors in the use of words, mistakes in handling or describing

LETTER IMPROVEMENT PROGRAMS

company policies—mistakes in tact, in openings and closings of letters. As you encounter these common faults make a note of them. Before the meetings have been conducted very long you will begin to see the need for compiling a manual which covers some of these common faults and shows how to correct them.

This manual should be more than a stenographer's instruction book. There is, of course, a place in the correspondent's manual for instructions to stenographers, but it should be far more than just a manual of style, spelling, and punctuation.

The nucleus for the manual will be found in the records of the meetings and in the bulletins and talks. To this data may be added collections of words frequently misspelled, words and phrases frequently used erroneously, definitions of technical terms, industrial abbreviations, and other material of use to new employees.

The work of improving letters is never done. Do not think that a brief campaign to improve your letters will result in perfection or anything approaching it. Any improvement resulting from a well-planned program will, in some respects, be lasting, but the good work you have done will not bring perpetual results. The problem of obtaining better results from letters may be compared with the problem of cutting down tardiness, inefficiency, or waste. It requires constant treatment.

After your first program has ended, some of the correspondents will immediately lapse into old, bad habits. The moment you cease prodding your staff members about improving their letters, some of them will begin to lose interest. You would not think of conducting a brief campaign among your salesmen, then forget all about them for a year.

We suggest that you have a bulletin board for correspondents. On this bulletin board post unusually good specimens of letters. When a letter brings unusual results or wins back a disgruntled customer, post the complaint along with the answer and the customer's answer and publicly praise the correspondent.

Occasionally select good letters and send copies with your comment and analysis to all members of the staff (executives included). This will go a long way toward keeping up interest in better letters.

Do not be afraid to comment favorably on an occasional letter.

LETTER IMPROVEMENT METHODS

A. Surveys by letter counselors. Especially useful in large organizations to show clearly just where the weakness in the

SALES PROMOTION HANDBOOK

correspondence is located, and to quicken the interest of the executive personnel in correspondence activities.

B. Lecture courses or discussion groups. By outside specialists who come into the organization for the purpose. (Such efforts need to be followed immediately by other measures to secure solid and permanent results.)

C. Courses by correspondence or in local schools. Very effective if the courses are standard and if the correspondents can be induced to take such work and to carry it through to a finish. The difficulty is that many courses are either too academic to hold the correspondents' interest or too general to have much practical value.

D. Part-time service of letter counselor in reviewing letter carbons and coaching correspondents individually. A very good arrangement when the letter counselor is a competent person and when the number of correspondents is not very large. In a firm where the number of employees is too great for the letter counselor to cover adequately, it may be worth while for him to concentrate on a small group, as, for instance, the sales correspondents, the adjustment correspondents, etc.

E. Weekly letter bulletin services. May be effective in building up an interest in better letters and may give correspondents many helpful ideas. Bulletins cannot, however, take the place of a training program or of personal coaching of correspondents.

F. Books and magazines on correspondence and English. These have the same advantages as bulletin services, though not usually to so great a degree, as the correspondent must invest more time and effort to get a similar amount of benefit.

G. Syndicated sound-slidefilms. This method of training was widely used by the Armed Forces, especially the air corps. The cost of preparing a series of sound-slidefilms especially for one company would be prohibitive, but when the production cost is spread over a number of companies the prorata cost is nominal.

H. Compiling of manual by letter counselor. May do much to establish consistent practice in typing and to bring recognition of general policies and letter-writing methods. A manual, though, should not be thrown together hastily. Above all, it can only serve its purpose adequately if it is compiled by a person with enough experience to have a thorough understanding of the needs of business letter writers.

LETTER IMPROVEMENT PROGRAMS

Any intelligent beginning should show definite results in the quality of a firm's letters within a comparatively short period. On the other hand, it would be unreasonable to expect that any plan can bring about an overnight transformation. The elements which contribute to the effectiveness or ineffectiveness of business letters are too many and too complex for this.

It takes time, thought, and consistent tactful effort to develop in correspondents a real grasp of the sales point of view and a mastery of working methods. And, too, there are many important factors to be dealt with in building up correspondence quality besides the correspondents themselves. The suggestions here are only ways and means of making a practical start.

The Qualifications of a Correspondence Supervisor: The key-stone of any successful better letter program lies in the selection of one individual who will perform the duties of correspondence supervisor. Here is a list of qualifications which such an executive should have:

PERSONAL QUALIFICATIONS:

- Imagination to understand his problems.
- Aggressiveness to "tackle" them.
- Tact to avoid antagonizing the organization.
- Dignity to win the respect of the organization.
- Sincerity to win the friendliness of the organization.
- Cheerfulness to win the friendliness of the organization.
- Talking ability to "sell" ideas to the organization.
- Writing ability to set an effective example.
- Adaptability to meet varying situations.
- Patience to await opportunities to develop program.

TRAINING QUALIFICATIONS:

- Practical and theoretical knowledge of grammar.
- Broad and thorough knowledge of letter technique.
- Extended experience in some kind of writing.
- At least one year of college or university training.
- At least one year's experience in teaching.
- Intensive practical experience in salesmanship.
- General familiarity with business methods.
- Definite knowledge of particular company.

SUGGESTED BULLETINS TO CORRESPONDENTS

Every Letter Ought to Make a Friend

When "Bill" Galloway was president of a farm implement company in Waterloo, Iowa, he made a fortune for himself and others because he knew how to write a good letter. I think Bill's chief qualifications for letter writing were that he *knew* people and *liked* people. He would always find time to stop and talk with a visiting farmer.

Galloway never wrote a "form" letter. Every letter, even though the same copy would go to a hundred thousand farmers, was a personal letter to him. Bill was a great believer in friendliness in every letter. Even in form letters he would manage to put in some personal touch. One time he had some letterheads printed with a picture of his office building in the upper right-hand corner of the sheet. One of his favorite stunts was to draw a crude cross in pen and ink right over one window. Under this cross he would write, "Here is where I sit."

There was a sample of the Galloway touch in a letter. This and similar ideas brought a golden stream of money in the mail to "Bill" Galloway. Instead of having his letterheads printed, "Office of the President," as so many do, he simply wrote, "Here is where I sit."

That simple cross-mark and phrase added a friendly note to a letter that made a deep impression on farmers. They are accustomed to doing business in a personal way. This idea made "Bill" into a human being that almost reached out from the envelope and shook hands with every reader.

He put himself into every letter. Sometimes he would begin a letter with, "Gee it's hot in this old office today, but I must get this letter off to you before I go home." Ideas such as this probably do not fit in our business because we haven't developed the personal equation as far as Mr. Galloway did. I mention these examples to show that a business letter, even though it is but a routine answer to a simple inquiry, need not be stilted, dull, or formal. There is no law against being friendly through the mail.

Let me show you how this business of putting a handclasp into a letter works in actual practice. A friend of mine went to a New York hotel last year and spent a very pleasant week there. He decided to return and wrote to ask if he could reserve the same room. Here is part of the answer he received:

In reply to your valued favor we beg to state that we will reserve Room 1106 as per your instructions.

Just how a hotel, good enough to please a man well enough to make him want to return, could employ such dumb correspondents, I quite fail to understand. The letter doesn't read as if it were dictated by a human being. Suppose it had been written like this:

Dear Mr. Wilson:

It was a real pleasure to know that you liked Room 1106 when you were here last year.

Of course, we will be glad to reserve it for you. Since you were here we've had the room completely renovated and redecorated and I am sure you will like it better than you did last year.

LETTER IMPROVEMENT PROGRAMS

The second letter is a trifle longer, but it sounds as if a man with flesh on his bones and blood in his veins wrote it. To the man who dictates from 40 to 100 letters a day any given letter may be just another task in the day's work. Yet to the man who reads that letter it may be of vast importance. He has gone to the trouble to write a letter. He may not have a dictating machine at his elbow or a stenographer at his beck and call. It may be the only letter he has written for weeks.

What will he think when he opens the envelope and reads the letter? Will he think you are curt, snappy, and a trifle discourteous? Will he think you are a little too busy or important to bother with him? Or will he think that you are a friendly, accommodating person, anxious to serve and willing to go out of your way to see that his money is well spent with this company?

A Misplaced Comma That Cost a Fortune

A famous lawsuit for many thousands of dollars once hinged on the interpretation of a sentence. With a comma the sentence meant one thing. Without the comma it meant something entirely different. The stenographer, in writing the contract, forgot the comma. No one noticed it until the case went to court.

In our business we may write ten thousand letters and never have the misfortune to have one of them used as "Exhibit A" in a lawsuit. But there is always that possibility. Many large companies employ legal staffs whose duty it is to check all letters that are, in any way, out of the ordinary. They have found that it is necessary for letters to mean exactly what they say. There must be no possibility of a double meaning or the chance of a customer interpreting the letter in any but the way it was meant.

While we cannot stop to have our letters checked by a legal expert, it is important that every letter be accurate and clear. If we pay the freight, we must say so. If the customer is to pay the freight we must not let him think that we intend to pay it. Where any terms are mentioned they must be clearly outlined. Writing "Usual Terms," may mean one thing to you, another to the customer or prospect.

It isn't necessary to burden a letter with many legal terms and phrases to make it clear and impossible of misinterpretation. Sometimes I think it is better to say, "You are to pay the freight," instead of "f.o.b. factory." The customer doubtless knows the meaning of "f.o.b." but writing it the other way seems a bit less stilted and formal, although the term "f.o.b." and similar abbreviations are correct through wide and repeated usage.

Some correspondents have a positive genius for writing letters that leave the customer in doubt. Imagine you had just placed a first order with a company and received this letter from it:

Dear Sir:

Your recent valued order has been shipped today.

We trust that you will find the goods entirely satisfactory and that you will favor us with more of your business.

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As the recipient reads this letter here are some questions that must occur to him. Did the shipment go by parcel post, air mail, express, freight, or motor truck? Just what did I order from these people? When will the goods arrive? Of course, you can check back in your memory and recall just what it was you bought. You can probably guess that the shipment went by freight, but you can't be sure. And you can estimate when the goods will arrive. In this case the letter is of no value whatever.

Suppose we see if we can't improve that letter:

Dear Sir

The order which you gave our Mr. Hanson for two dozen black bill folds was shipped prepaid by parcel post this morning

You ought to receive them March 15 at the latest

These black bill folds are double stitched, lined with silk. They are cut from a new pattern. Only selected hides are used. I am sure your customers will prefer them above any others we have in our lines. You made a good selection. While we do not want to tell you how to run your business, it occurred to me that you would be glad to know that the best stores everywhere are selling this number for \$3.50 to \$3.95 each.

The man who reads this second letter knows, without your telling him so, that you are interested in his business. Furthermore, you have given him all the information he needs. He doesn't have to look up the copy of his order to remember that he bought bill folds. The extra bit of information in addition to the routine facts makes everything clear to him.

The second letter has none of the vague and stilted phrases which dominated the first letter—"your valued order"—"we trust"—"favor us with more of your business." Brush out these cobwebs from your dictating vocabulary.

Turning Kickers Into Boosters

The customer who takes the trouble to write a complaint is frequently the most valuable customer we have. He may help us unearth a situation that is driving customers away from us every day. We must remember that for every customer who writes a complaint there are from 10 to 25 who were dissatisfied for the same reason but who did not complain. They simply stopped buying.

Every complaint brings a correspondent a problem filled with vast potential possibilities for good or for evil. Tactful, thorough, pleasant handling of a customer's complaint may turn a disgruntled customer into a friend for life. Careless, slipshod, or snappy letters in answer to a complaint may do more harm than good, even though you concede the customer everything he asks.

Here are some things to remember when answering a complaint of any kind:

Reply to a complaint promptly.

If we are wrong admit it at once. Do not try to pass the buck, alibi, or attempt to argue with the customer.

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If there is an adjustment to make tell the customer about it immediately. Do not ask him to read through several paragraphs before you give him the good news.

Never use expressions such as "your claim," "you allege," "according to your contention," etc. Such phrases only irritate the customer because it seems as if we are casting doubts on his honesty.

Do not grovel or apologize too profusely. Almost any customer will be reasonable in excusing us for a mistake. He makes mistakes himself. He doesn't want anything more than fair treatment.

Some correspondents fall into the habit of adjusting a complaint as if they were doing the customer a big favor. That is the wrong attitude to assume. There's an old saying that the Lord loves a cheerful giver, and to this we might add that a customer respects a cheerful adjustment. He is not going to appreciate any adjustment if you try to make him feel that you think he is putting something over on you.

If you know the customer is actually dishonest, that brings up a different situation calling for firm, strict treatment, probably to be handled by an officer of the company.

A customer wrote to a wholesaler, complaining that an error had been made in shipping two dozen shovels, when he ordered only one dozen. In his letter he asked that his account be credited for the amount of the extra dozen shovels.

The correspondent answered him as follows:

In your letter of April 4 you claim that we shipped 2 dozen shovels instead of 1 dozen as ordered. Investigations of our records show that you are correct in your claim. However, we cannot give you credit on our books for the item until we receive the shovels. Kindly return them to us at once and we will have a credit memorandum issued for the amount in question.

This correspondent infuriated the customer. After all it was a mistake of the house. The customer is told that the house thought him a liar until they made an investigation. Then he is ordered to return the shovels "at once." To add insult to injury the correspondent practically tells the customer that the house wouldn't trust him with a credit memorandum until the shovels are received. This complaint could have been handled much more tactfully by a letter similar to the one that follows:

We are glad to cancel the charge for the extra dozen shovels we shipped you by mistake. Credit memorandum for the amount is enclosed.

Will you please keep these shovels until our salesman, Mr. Willet, calls? It is possible that he can dispose of them to some near-by customer and save the extra cost of returning them to us. We are writing him about the error today.

Please accept our thanks for calling this mistake to our attention. We are mighty sorry, Mr. Conway, that it put you to this trouble.

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The correspondent wrote the salesman, sending him a copy of the letter. He suggested that perhaps Mr. Conway could use the extra dozen shovels, and urged the salesman to try to sell them to him. If that couldn't be done, the salesman could put them in his car and sell them to a near-by customer. When the salesman called, he found that Conway had sold more of the shovels than he had anticipated and was glad to keep the extra dozen.

The Difference Between a Brief Letter and a Curt Letter

We must remember that a long letter can be curt, and that a brief letter can be friendly, polite, and courteous. Brevity is one of the most important qualifications of a good correspondent, yet too many men think that to be brief is to be curt. That is not true. A brief, concise, one-paragraph letter can be as courteous as a preacher soliciting contributions. A long, rambling, unplanned letter can be curt and irritating to the point where every paragraph read makes the reader madder and madder.

I saw a letter from a finance company the other day which read:

Dear Sir:

Your payment due February 4 is 10 days overdue. Kindly remit by return mail.

The man who received that letter was ready to make his payment which was the final installment on an automobile. He knew that the company would hesitate before going to court over the last payment which was for \$33.47. So he decided to see what would happen. Three days later another letter was received. He didn't answer. Two days later came a third letter. In 2 more days a man telephoned and my friend gave him a piece of his mind.

When he finally sent a check for the last installment it was a month late. There were three letters and two telephone calls and one threatening letter written on "Legal Department" stationery. Only one letter would have been necessary had the first one been a good one. Suppose the bright young man in the collection department of this finance company had written:

Dear Mr. Brown:

I know that you'll breathe a sigh of relief when you pay the final installment on your automobile. The payment must have been overlooked by you because it is now 10 days past due.

So that we can send you your final papers and cancel your note promptly I am sure you will accept this letter as a reminder to mail that check tonight.

The second letter is less irritating than the first. We must remember that the customer has the whip hand. We can write a curt and snappy letter any time we want to. And the customer can get his revenge for our discourtesy by giving his trade to a competitor.

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One of the chief reasons some customers find fault with brief letters is that they seem too mechanical. Hackneyed phrases are inexcusable at any time, but in a brief letter they stand out like a boil on the end of your nose.

Here is an example:

In reply to your letter of May 12, we beg to state that our discount is 50 off list, 2 per cent, 10 days.

Hoping to be favored with your valued orders, we are,

"In reply to," "we beg to state," "hoping to be favored," "your valued orders," are four phrases which have been gathering moss for several generations. In a longer letter they might go unnoticed. But in this brief letter they sound as if they were ground out of some machine. They ruin the entire letter.

There are many better ways to answer this inquiry about discounts. Isn't the following letter a big improvement?

We are glad to tell you that our liberal discount is 50 per cent off of our list prices. For payment in 10 days we allow a cash discount of 2 per cent.

Your orders will be shipped the same day we receive them and we are sure you will be pleased with our merchandise and our service.

If this suggestion seems too long, perhaps you'd prefer the one that follows:

Thank you for your inquiry of May 12.

Our list prices are subject to a discount of 50 per cent, less a cash discount of 2 per cent for payment in 10 days.

Is It Possible to Write as You Talk?

Many letter authorities claim that every correspondent should write as he talks. This isn't always possible. Nor is it always good business. While there is no excuse for putting big words, hackneyed phrases, or stiffly formal sentences into a business letter, there should be a certain amount of restraint in every letter.

In their effort to be friendly and natural in letters some correspondents go too far. Their letters are too familiar and in some cases are actually flippant and lacking in good taste. Al Smith once referred to President Roosevelt as "You old Potato," but I doubt if it would be good policy for any of us to use this manner or phraseology in addressing our customers.

I have found it a good rule never to write anything in a letter you wouldn't say if you were face to face with the man to whom you are writing. If you are the kind of person who would say, personally, "We will hold the matter in abeyance until receipt of further instructions," it may be permissible to write such language in a letter. But the chances are that you would, if you were talking, say, "We will do nothing about this matter until we hear from you"; or you may even say, "We will keep this proposition on ice until you give us the 'go ahead' signal." Either of the two latter sentences is much better than the phony formality of the first.

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Harry Tammen, famed owner of the *Denver Post*, made \$10,000,000 out of his various enterprises, partly because he was shrewd, and partly because he had the audacity to address anyone and everybody just as he saw fit. He called famous women "sister," just as some of us would call a ten-year-old girl "sister," but he had the personality to go with such audacity. While not all of us can be as audacious as Mr. Tammen was, we can dispense with much of the stiffness in the letters we write without being audacious or clownish.

When a chorus girl says to another, "Be yourself, dearie," she is giving mighty good advice. We must "be ourselves" in writing letters. We mustn't try to put on a false face and write as if we were imitating Daniel Webster.

A sales correspondent wrote to a list of customers about a special offer that was to be withdrawn in a few days. He ended his letter, "Call us on the telephone today and place your order for your fall requirements." Another correspondent wrote, "Pick up your phone, call Hemlock 4000, and tell us how much you can use."

Another sales correspondent wrote in answer to a customer who complained about slow shipments: "We have completed a thorough reorganization of our shipping facilities so that in the future your orders will be greatly expedited." "Greatly expedited," my eye! Why doesn't he write something like this? "We have added two more shipping clerks to the gang in the shipping room and from now on your orders will be shipped the same day we receive them."

A policyholder of an insurance company couldn't pay his premium on the due date. He didn't know that he had 30 days of grace. Hoping to obtain some sort of extension he asked if he could delay payment for 2 weeks. A correspondent wrote:

Inasmuch as your payment on our Policy No. MA31234 is due on March 20 your period of grace does not expire until April 20. Therefore, permission is hereby granted to delay remittance until that date.

An executive whose head was filled with more common sense saw the letter and changed it to read:

We are glad to tell you that you are allowed 30 days of grace after the due date of March 20 for your payment on your policy No. MA31234. It will be perfectly all right for you to wait 2 weeks after March 20 to send us your payment.

I am sure that the policyholder felt much better when he read that second letter than he would have had he read, "Therefore, permission is hereby granted to delay remittance until that date." The second letter is more human. It leaves no question in the recipient's mind as to what date was really meant.

The Art of Getting Your Letters Read

Nothing gets me more out of patience than to hear a man say, "People won't read long letters." The truth is that people will read letters, three or even ten pages long, if they are interesting. One of the best paying letters ever written by Cameron McPherson, the nationally known letter expert, was a three-page, single-

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spaced letter. It sold thousands of dollars' worth of educational material, admittedly difficult to sell by mail.

So don't worry about the length of your letters if you really have something to say and can put a dramatic wallop in every paragraph. The trouble with most long letters is that the men who write them use words to cover up instead of uncover ideas.

Of course, in the ordinary run of correspondence, long letters are seldom needed. The point I am trying to get over is that the length of a letter has nothing to do with its readability or its power.

The knack of writing a good letter consists of setting up a train of imagination in the mind of the reader. How many times have you heard a person, in recommending a book or a magazine say, "It was a very interesting book—I read it from cover to cover"? There's a phrase you've heard time and again until it no longer means very much. Recently a friend wrote me, "It was half past three in the morning when I clicked out the light and put down *Men Against the Sea*." That one phrase made me want to read the book.

If you are trying to sell a merchant something, make him hear the ring of the cash register. If you want to sell a farmer, paint a picture of bountiful harvests. If your words start an imaginative train of thought in the prospect's mind, his own imagination will do far more to make him buy than anything you can say. A letter to sell gas heating started off: "Gas heating is now available to every home owner." Home owners didn't go wild with excitement at this news. A more expert letter writer changed the lead of this letter to read: "How would you like to start your furnace going full blast on a cold morning without getting out of bed?" That was an improvement. Then another correspondent cut up the opening into several short sentences:

February weather--Below Zero.

7 A.M.--the house is Klondike cold.

But you stretch your arm and turn on the furnace with a twist of your wrist.

WITHOUT EVEN GETTING OUT OF BED.

Any home owner who has ever suffered through winter after winter getting up half an hour early just to attend to the furnace is going to read that letter.

Letters must set down the common experiences of the people who are expected to read them. A sales book and register salesman once went into a store where the owner had refused to talk with him. Before introducing himself or even mentioning the delightful weather the salesman said: "Are you sure you charged Mrs. Jones with that pound of coffee she asked you to bring out to her car?"

That question started the grocer's mind working. Yes, he had taken a pound of coffee in a big hurry to a customer's car one day last week. Was it Mrs. Jones? Or was it Mrs. Wilson, or Mrs. Mather? He was pretty busy that day. Did he forget to charge it? Does this sort of thing happen very often? Is that where his profits were going—forgotten charges? He listened to the salesman explain how his system prevented forgotten charges. He ended by buying the system.

The salesman told his sales manager about the sale. They sent out several thousand letters beginning, "Did you charge that pound of coffee you handed to Mrs. Jones in her car one day last week?" The letter pulled splendid returns.

Letter Appraisal Form

This appraisal form is intended to assist you in revising your own letters or in indicating to others the specific weaknesses of the letters that are submitted.

Before appraising a letter, be sure to determine its exact purpose. What message is it expected to convey? What response is desired from the addressee?

Place a check mark in the column "Yes" or "No" opposite each question which applies to the letter you are appraising.

IS THE LETTER	Yes	No
1 COMPLETE		
a Does it give, in the most effective order, all information necessary to accomplish its purpose?		
b Does it answer fully all the questions, asked or implied, in the incoming letter?		
2 CONCISE		
a Does the letter include <i>only</i> the essential facts?		
b Are the ideas expressed in the fewest words consistent with clearness, completeness, and courtesy; have irrelevant details and unnecessary repetition been eliminated?		
3 CLEAR		
a Is the language adapted to the vocabulary of the addressee?		
b Do the words exactly express the thought?		
c Is the sentence structure clear?		
d Are the paragraphs logical thought units, arranged to promote easy reading?		
4 CORRECT		
a Is the accuracy of all factual information beyond question?		
b Are all statements in strict conformity with politics?		
c Is the letter free from (1) Grammatical errors, (2) spelling errors, (3) misleading punctuation?		
5 APPROPRIATE IN TONE		
a Is the tone calculated to bring about the desired response?		
b Is the tone calculated to build or protect good will?		
c Does the entire letter evidence a desire to cooperate fully?		
d Is it free from antagonistic words or phrases?		
6 NEAT AND WELL SET UP		
Will a favorable first impression be created by (1) Freedom from strike overs and obvious erasures, (2) even typing, (3) position of letter on the page?		

To what extent is the letter likely to accomplish its purpose, obtain the desired response, and build good will? In other words, how do you rate its *general effectiveness*? Underline the word which best expresses your rating.

A. OUTSTANDING B. GOOD C. PASSABLE D. UNSATISFACTORY

IN RATING ANOTHER'S LETTER

If the letter is "unsatisfactory," be sure to indicate the specific weaknesses which necessitate revision. Similarly, if the letter is only "passable," indicate clearly the weaknesses to which attention should be given in future letters.

What It Costs to Write a Business Letter

Based on a 1-page, 200-word letter. From a Dartnell survey.

<i>Cost Factor</i>	<i>Average Cost</i>	<i>Your Cost</i>	<i>Ways to cut cost factor</i>
DICTATOR'S TIME Based on a salary of \$175 a week (40 hours). Dictate 15 letters a day at an average of 7 minutes for each letter (1:45 hours)	\$0 51		Shorter letters, let assistants write standard replies, increase use of dictating equipment, use telephone, consider form letters.
SECRETARIAL COST . . . Based on a salary of \$100 a week (40 hours) and an average of 15 letters a day at 20 minutes per letter (including dictation). Five hours total time.	0 83		Where possible use stenographic or typing department, use advanced transcribing equipment, use automatic typing where possible, develop efficient style manual and foster training programs.
NONPRODUCTIVE LABOR Time consumed by both dictator and secretary in waiting, illness, vacations, etc. 15 percent of the labor costs.	0 22		Develop stenographic pool concept, use form letters when possible, use outside service organizations when needed, enforce telephone call control at dictating time.
FIXED CHARGES Overhead, depreciation, rent, light, interest, taxes, pensions, and other costs. 45 percent of labor cost.	0 65		Review use of all available space, investigate equipment developments that control the need for more employees, study office efficiency and layout programs.
MATERIALS COST Stationery, carbon paper or copy machine sheets, typewriter ribbons, pencils, other types of supplies.	0 07		Check out savings from using the better quality ribbons, carbon, etc.; consider in-plant printing of letterheads and envelopes, have control program for waste.
MAILING COST First class postage (6 cents) plus 20 percent airmail, gathering, sealing, stamping, sorting, delivery to post office.	0 16		Plan mailing schedules to keep airmail at a minimum, use high-speed metering and mail systems to cut labor costs.
FILING COST Clerk's time (salary), cost of equipment, cost of supplies, etc.	0 10		Centralize filing department if possible, investigate new filing systems and methods, develop retention programs that save space.
TOTAL COST	\$2 54		YOUR COST

* Top executive salaries are excluded in this survey as are salaries for private secretaries.

CATALOGS AND PRICE LISTS

THE trend is toward less extravagant catalogs in most lines of business. It used to be that manufacturers felt it necessary to outdo their competitors and put out catalogs which were really works of skill and art. But as the cost of producing the "de luxe" type of catalog rose, one company after another found it advisable to spend the appropriation for catalogs and price lists more carefully. They would rather have more catalogs to distribute even if wider distribution might mean a less distinctive piece of literature. In fact, some companies found they were able to get just about as good sales results with simple black and white catalogs, produced by the offset process on tough paper, as from the elaborate publications they had been using.

In the last analysis the job of a catalog is to present the products in the line, and give prospective buyers essential information about them. To be sure, an expensively produced catalog helps to sell a product which is colorfully illustrated in an atmosphere of quality. Certainly it contributes to the impression of quality in a prospective buyer's mind. It is also a source of pride to the company whose name graces the cover, as well as to the printer and the manufacturer who supplied the paper. And, it goes without saying, the salesmen like a certain amount of "swank" in sales literature of any sort. But the question which the company that foots the bill must ask is: "If we spend the extra money it will cost to prepare a superlatively fine catalog, will it produce enough plus business to justify the expense?" It is not an easy question to answer.

The big mail-order houses, like Sears, Roebuck & Company, which have built businesses by catalog selling, know almost to a dollar what they can afford to spend, in space and production cost, to sell a piece of merchandise profitably. By the process of careful testing and checking they know the extra business which results from the use of color. They have found that there

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is a point of diminishing returns in preparing their big catalogs; when it becomes unprofitable to "punch" a product. Yet when they have something to sell like a new freezer upon which they wish to build a quick volume, the catalog department does not hesitate to go all out in featuring it on the cover, with special four-color inserts, or in other ways to attract maximum interest.

This same principle applies to any catalog. If it is important to surround the product with an atmosphere of elegance and quality, as in the case of quality-priced table silver, it would be short-sighted indeed to economize. In the same way, if the manufacturer is a newcomer to the field, or has not established leadership, then obviously it needs a catalog which will create an impression of reliability and progressiveness. In such cases the extra cost of an outstandingly fine catalog would be justified. But to issue an expensive catalog, just because a competitor elects to spend his sales promotion appropriation that way, is neither wise nor necessary.

The catalog does, however, represent the house in the eyes of the customer. It is your silent salesman. You want your salesmen to dress neatly and to conduct themselves in a way to create a favorable first impression of the company they represent. But you do not want them to overdress. You do not want them to scream at their customers. You do not want them to oversell or brag. So it is with your catalog. It should be neat, but not gaudy. Dignified, but not stuffy. Impressive, but not extravagant. By taking advantage of the many new techniques and processes which have been developed in the graphic arts, you can have a catalog that will meet those specifications without lavish spending. In fact, by careful planning, watching processes, and cutting out unnecessary frills it is possible to hold unit catalog costs to prewar levels, in spite of the fact that materials and wages have drastically increased.

Whether the catalog is distributed by salesmen, mailed direct to customers and prospects, or used by dealers' or distributors' salesmen as an active sales tool, the supporting promotional program is geared up to the job of keeping it alive and in steady use. For maximum usefulness a catalog must be: (1) Easy to handle and to refer to, which means that products listed are conveniently grouped and thoroughly indexed; (2) complete with respect to descriptions, uses, styles, sizes, colors, packaging, prices, and other clear answers to purchasers' logical questions; (3) well illustrated and well written, with pictures that show the products to best advantage and copy that goes beyond mere description

to tell what they will actually do for purchasers; and (4) pleasing in appearance and durable in construction, so that it will have frequent attention and long life.

As quoted in the Reporter of Direct Mail Advertising (January, 1966), Charles F. Higgins, general catalog promotion manager for Montgomery Ward & Co., said:

"Last year, catalog sales accounted for \$535 million or approximately one-third of our \$1.7 billion in total company sales. Incidentally, the catalog volume was the fastest-growing part of our business. The larger increase in catalog sales was not confined to Ward's alone, for industry catalog sales also rose at a more rapid rate than industry retail sales.

"In order to obtain this business, we sent out nearly 50 million catalogs—mostly through the mails—or, to look at it another way, distributed over 28 billion catalog pages.

"Direct mail advertising itself is growing rapidly. Total expenditures for direct mail advertising increased 550 per cent since 1946 and now totals over two billion dollars. What is more important, direct mail increased its share of the advertising dollar from 9.9 per cent in 1946 to 15.5 per cent last year. No other advertising medium increased in relative performance during this period with the single exception of television, which was not a factor in 1946.

"It is significant that many advertising agencies have added direct mail divisions to their operations in the last couple of years.

"Retail sales this year should total approximately \$280 billion. By 1975 we expect this figure to approximate \$450 billion. In-home selling should expand even more rapidly. Today, approximately 9 per cent of the general merchandise sales are made through in-home channels. By 1975, we expect this to be more than 11 per cent of a much larger market; therefore, the growth of in-home selling will occur not only because of growth in the total market, but also through diversion of the consumer's dollar away from in-store buying."

Purposes for Which Catalogs Are Used: Practically every business requires a catalog of some sort. In the mail-order field the catalog is the backbone of the business. Millions of dollars are expended upon its preparation, production, and distribution. Before costs increased to present high levels, it was customary for the big mail-order houses to send catalogs upon request, and once a person had requested a catalog, he automatically received successive issues. But mail-order catalogs have become so large, and represent such a substantial outlay of money, that it has become common practice to restrict the distribution of them to actual customers, or make a nominal charge which is credited on initial purchase. These big catalogs are standard equipment in millions of homes, especially in rural and small-town areas. They are perhaps the most important printed sales literature. They are usually issued annually, with seasonable supplements featuring special merchandise at special prices. In thousands of com-

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munities throughout the world, the mail-order catalog sets the prices at which "shopping" merchandise is sold.

Another type of mail-order catalog, also widely distributed, is issued by companies selling a limited line of specialties, such as the Frank E. Davis Fish Company, the New Process Company, direct-selling cigar manufacturers, and others. These are smaller pieces, featuring a limited selection of products, but they are mailed out by the millions. Then there are the inexpensive consumer catalogs issued for dealer or agent distribution. There is a great variety of these. In this classification would be catalogs issued by automobile manufacturers, some of which are highly effective pieces of sales promotion and all of which play an important part in a marketing operation.

Then there are the "general line" catalogs used to promote sales through dealers. This type of catalog usually presents, in as attractive a way as possible, a manufacturer's line of products. It is used to sell the dealer, but may also be used by the dealer in selling the consumer. The general line catalog is not, however, intended for widespread distribution and is usually painstakingly produced. It may, or may not, include data on the use of the product. A difficulty in the use of dealer catalogs is their cost. Obviously if the price to the dealer were quoted it would be impractical for the dealer to show it to a prospective retail buyer. So "list" prices are used, either in the catalog itself or in an accompanying price list. The dealer is allowed a discount from these prices, which discount represents his mark-up. Instead of printing new catalogs every time there is a price change, the discount is adjusted or a new price list is issued. The same catalog may be used to promote sales through wholesale distributors, but the discounts, of course, will be different.

On the other hand, catalogs designed for industrial selling, that is to say for promoting the sale of products for conversion or use by contractors and industrial establishments, frequently carry prices, except during a period of fluctuating prices, when a separate price list is enclosed with the catalog. This type of catalog is usually far more detailed, and gives purchasing agents, engineers, and other technicians the specifications and working information they need about the product and its uses. Because of the problem involved in maintaining a file of catalogs in the purchasing department, there has been a tendency lately to standardize the size of industrial catalogs at 8½ by 11 inches.

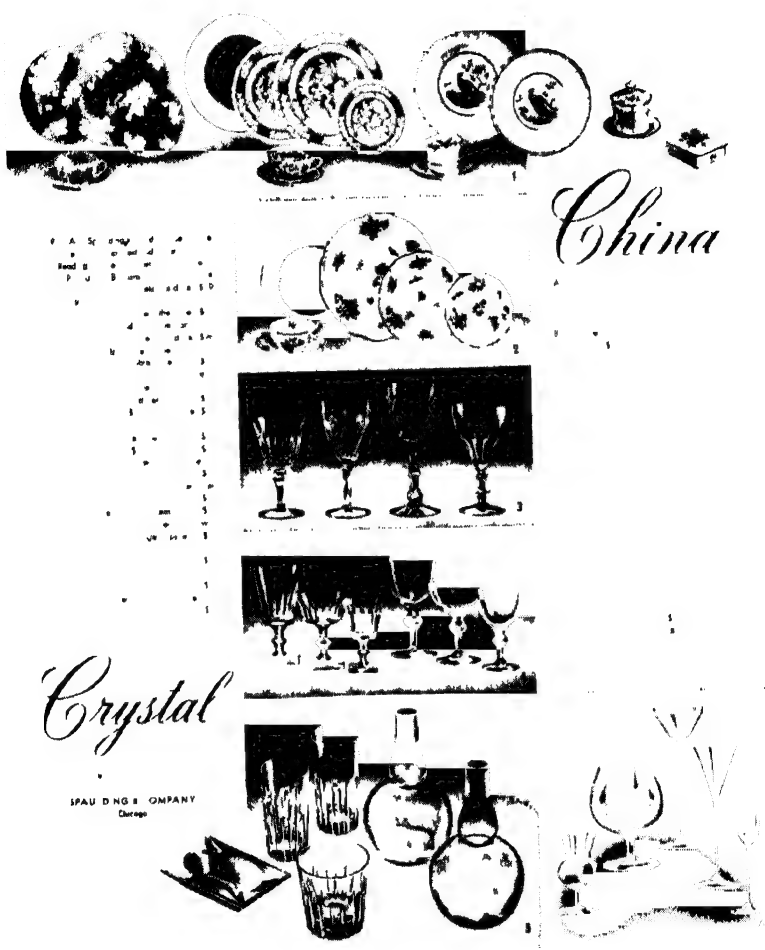
Keeping a file of catalogs is so complex and such a headache for the average purchasing agent, architect, engineer, or buyer

that it has led to the development of multiple-company catalogs. Typical of these is the "Sweet's Architectural Catalog," which assembles in bound form, catalog sections of a number of companies manufacturing building supplies and materials. These sections follow a standard pattern, and are supplied to the publisher in quantity, bound by him into numbered volumes, and selectively distributed. In that way an architect or purchasing agent has a central, organized file of relevant catalogs covering the principal sources of supply, which is *always* up to date. The catalog publisher charges so much a page for this service. It relieves the manufacturer of many problems connected with giving catalog service to buyers or specifiers, and assures him full coverage.

In the promotion of engineering specialties, especially those used in the electrical industry where the product is highly technical, it is not unusual for catalogs to be issued in the form of loose-leaf bulletins, uniform in size and lay-out, punched for filing in a ring binder supplied by the manufacturer. Each bulletin describes one product and carries a date line. The bulletins vary from a single sheet to an 8-page folder. The big advantage of this type of catalog is that it is always up to date (assuming the user files the bulletins as they come in) and sheets can be lifted out for use in the drafting department if desired.

PLANNING THE CATALOG

The first step in planning a catalog is, as they say in military circles, to "make an estimate of the situation." It is not unusual when the catalog spearheads a new selling strategy, as is often the case, to begin by making a survey of the customers' needs as well as the way the catalog will be used by the sales organization as a promotional tool. This, for example, was the procedure followed by General Electric Supply Corporation when it was necessary to get out a new catalog covering the company's line of fluorescent lighting equipment. It was found, as a result of such a survey, that buyers wanted more functional information than the usual catalog included. Salesmen wanted a catalog which they could use in selling the "idea" of better lighting to prospective buyers, and they wanted the product benefits clearly set out, with the necessary technical information and price data so organized that they could use it quickly over the telephone or in personal calls. This information was not only helpful in preparing the catalog, but equally helpful in getting top management approval for the expenditure required.



A strikingly effective and well arranged page from a catalog issued by Spaulding & Company, Chicago. Skillful handling of the photography in illustrating this catalog was the secret of its good looks. Produced by the rotogravure process, it presented the merchandise without using color or photoengravings. Note how the producer lightened alternate portions of each illustration, so when joined they did not run together.

CATALOGS AND PRICE LISTS

General Electric's Master Catalog: As a result of the survey, General Electric issued what is called a "Master Catalog." It showed the company's line of fluorescent lighting equipment, including important product data useful to salesmen. In fact it presented all the basic information, plus the application data, needed by a salesman or a contractor to intelligently plan and sell lighting installations. In short, it was built to the specifications of those who used the catalog, and not those of some advertising man who looked upon the preparation of a catalog as an opportunity to demonstrate his advertising skills.

While a catalog of the type mentioned, indexed so that it functions as a sales manual as well as presenting the line, served General Electric in this particular case, there is a danger of putting too much "application data" in a catalog. The trend is toward breaking the catalog down into functional sections, rather than attempting to do too many things under one cover. This reduces waste in distributing it. The sectional catalog, with a different unit for each application, permits sending a prospective buyer only those pages which directly interest him. If he is a banker, he gets information on how banks use the product and the products adapted to use by banks. Catalog sections are punched for ring binders, so that wholesalers or contractors who sell the full line can bind the various sections together under a tabbed index, and keep the information in one place.

In the case of a wholesaler whose salesmen sell several thousand different products from a catalog, the problem is to condense the catalog so that it will be as compact and easy to "tote" as possible. Catalogs for use by wholesalers' salesmen are usually bound in tough leather covers with handles attached, so they can be carried into the store by the salesman just as he would carry a sample case. They are printed on tough, lightweight (long fiber) paper to give minimum weight with maximum life.

A manufacturer selling the buyer direct by mail might find his customers depend upon his catalog for a wide range of information beyond descriptions of the products. Thus the A. I. Root Company, manufacturer of beekeeping supplies, scatters "how to" information through its catalog on such beekeeping problems as: "When to take off honey," "How to fold sections," "When to requeen a colony," etc. This sort of information makes the catalog useful. Anything which adds to the usefulness of a catalog and increases its span of life is a desirable customer service, provided it does not detract from its purpose of present-

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ing the line. How far to go in that direction should be determined by a careful analysis of customers' needs.

Other questions which arise in planning a catalog, and which likewise can best be determined by customers' needs, are: How much color should be used in presenting the product; how the catalog is to be kept up to date and alive after it gets into the customer's hands; how prices are to be handled; and the procedure to be followed to make it easy for the customer to order. For example, some companies find it pays to enclose an order blank in the catalog, which can be folded and mailed without an envelope. This type of order blank might be of little value when the catalog is used by dealers who usually keep carbon copies of orders, but it might be very helpful to the type of customer who has no facilities for writing letters and does not have to make copies of orders.

Then there is the important question, which always comes up in the lay-out of a catalog, of space allocation. The usual practice is to leave this up to the advertising department or printer. It does simplify production, but it is not the best approach. Allocate space on the basis of customers' needs rather than a copywriter's whim. The sales department knows which products are moving rapidly, which are showing the highest percentage of repeat sales, and which have the most desirable competitive advantages. These products should be featured aggressively. They should be fully dramatized, given extra space in the lay-out, and preferred position. This places the emphasis where it belongs, on products which give the greatest customer satisfaction and turn over most rapidly. It is better business to "punch" such products rather than those which return the largest "book" profit. Manufacturers rail at dealers who balk at stocking a nationally advertised product, because they can buy a long-profit orphan brand for less money. But they do the same thing in planning their catalogs. The most profitable merchandise is not always the items with the longest profit, but those which build satisfied customers and repeat orders. With volume playing the important role it does in business today, catalogs and salesmen alike should emphasize turnover.

When the customers' needs have been determined, and a catalog to meet those needs laid out, it is then possible to estimate how much of an appropriation will be required. Too many appropriations for catalogs are based upon "what we usually spend" or "what we spent last year" rather than upon the job to be done. The cost of a catalog, as is true in all sales promotional

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date by adding inserts furnished by the manufacturer describing newly developed products or appliances. It is not unusual for such manufacturers to issue catalogs in serial form, each appliance or product being described on a separate sheet, or folder, as the case may be. It is helpful when that procedure is followed to use the Dewey decimal system in indexing such releases. Customers are supplied with a post binder containing the current material, with tabbed and numbered indexes. The first digit on the release indicates the main classification or tab under which the insert belongs. The second digit, following the first decimal point, indicates the subclassification, and the digit following the second decimal point indicates the position of the sheet in the subclassification. Thus an electrical switch for high-voltage use might be indexed 4.7.18. This would be filed in the binder under tab 4, which covers switches of all types, subclassification 7 which relates to switches for use on high-voltage lines, and 18 denotes it should be filed after the insert numbered 17 under subclassification 7. One advantage of using this method of indexing loose-leaf catalog material is that it not only tells where the insert should be placed, but at the same time informs the customer if the material in that particular classification is complete or not.

Catalogs for Foreign Markets: Aldens, Inc., is one of many companies which have begun adapting their catalogs to international selling. The company is developing mail-order markets in Central America and the West Indies, as a beginning, for these reasons: (1) The improved living standards in Latin American countries; (2) faster transportation of mail, travelers, and merchandise, resulting in increased trade; (3) the pent-up demand for American goods; and (4) the nonexistence of large department stores as they are known in the United States. Potential customers for catalog sales are planters, ranchers, professional people, high-salaried workers and merchants, and the members of foreign colonies. Despite difficulties of market studies to determine the customs, styles, and preferences of different countries, of copy translation for different countries, and of local-color illustrations, both consumer and industrial catalogs are literally going abroad at a greater rate than ever before.

PREPARING THE CATALOG

As a sales promotional production job, the preparation of a catalog usually represents by far the biggest, most complex, and

most time-consuming single piece of work the department handles. In general it is a different kind of job as well, calling for closer cooperation with the sales, manufacturing, and purchasing departments than do the average run of sales promotional pieces. For that reason, the planning, creating, and producing of catalogs do not necessarily follow quite the same course as the other forms of sales promotional literature outlined in the following three sections.

For one thing, there is the matter of size. While a 32- or 48-page booklet is a pretty fair-sized project as booklets go, it is not uncommon for catalogs to run from 2 to 10 times that number of pages, with a proportionately greater number of illustrations to be obtained, pieces of copy to be written, and layouts to be made. Certain short-cuts and organizational procedures must be devised in catalog production, consequently, which are not considered essential in other sales promotional jobs.

Steps in Laying Out a Catalog Dummy: Most catalogs are departmentalized, and frequently different departments are placed under the supervision of different individuals. After the amount of space to be devoted to each department has been determined, and after supervisory control over the entire operation has been established in order to keep track of progress all along the line, the actual building of the different sections begins to take shape. The following procedure is common:

1. Dummies of the exact page size, either in the form of single sheets or of bound signatures of 8, 16, 32, or whatever number of pages are to be printed in one form, are obtained from the printer, binder, or paper merchant.

2. In the case of very large catalogs, these sheets or bound signatures may be printed with rules to indicate type-page sizes and margins. Otherwise, the lay-out man will open out the signatures to the center spread and rule the right- and left-hand pages to the exact page size and then, at the four corners of each page, will push the point of a divider through the remaining pages. Thus size; position; and inside, outside, top, and bottom margins are kept uniform throughout the entire section. Even if he is working with single sheets it is important to distinguish between the inside and outside margins of facing pages, especially if bleed illustrations are used or if rules, decorations, and other elements of facing pages are aligned and arranged in balanced lay-outs.

3. The contents are allocated according to the general plan of the catalog. Illustrations, text, captions, descriptions, prices,

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headings, and whatever else must be contained in that particular section are assigned specific pages, with due regard to continuity and to avoid overcrowding some pages and going too light on others.



Many of the illustrations in modern catalogs are not limited simply to product photographs. Here is an example of how Roper Corporation employs human-interest values to produce an interesting catalog

4. Next comes the actual work of laying out individual pages, which is done before the type is set or the engravings made if costs are to be kept at a minimum. By determining spacing and positioning in advance, the cuts can be ordered to size, the copy can be lengthened or shortened, and the right type sizes specified.

5. When the engravers' proofs (or photostats, or Vandykes, if it is to be an offset job) and the galley proofs of the type are ready, they are cemented in position on each page, the captions and display type are added, and the section is ready for the finishing touches. This is the time to cut and fill rather than waiting until the pages are actually made up, although if the original typewritten copy was accurately cast up beforehand, cutting and filling after the type is set will be slight. This also is the time for any final copy corrections, alterations, or price changes. Few corrections should be necessary on the final page proof, to avoid needlessly running up the cost of the job.

6. The finished pages are finally assembled into the proper units for printing, so laid out as to combine the same colors in the same forms, and to permit the greatest economy in binding.

How One Company Solved the Organization Problem: As an illustration of the organizational problems involved in producing an exceedingly large catalog, the experience of the Physicians' and Hospitals' Supply Company, Inc., with its modern multipage book, offers some helpful suggestions. The catalog contains illustrations and descriptive copy of literally thousands of pieces of hospital equipment, supplies, instruments, and drugs. Most of the copy was rewritten from manufacturers' literature in as concise a style as possible so that it could be set in readable 8- and 10-point type rather than the less legible 6-point.

One practical device that proved helpful in keeping the pages in order and facilitated the assembly of the various signatures was the use of an oversize loose-leaf binder. As each page or each bound section was completed, it was folioed, inserted into its proper place in the binder, and kept there until ready for the printer. When enough consecutive pages were ready to complete a signature, they were delivered to the printer in marked file folders clearly identified as to page numbers, signature number, and section. This procedure prevented confusion all along the production line, as hundreds of pages were in work at the same time; and without proper organization it is easy to lose track of pages between the typesetting machines, the composing room, the proofroom, and the customer's office.

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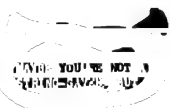


NATIONAL DISTRIBUTORS OF GENERAL MERCHANDISE
BUTLER BROTHERS

ENTRUSTED ST. LOUIS BALTIMORE NEW YORK MINNEAPOLIS BUTTELA AND

ST. LOUIS, MISSOURI

Dear Customer:



WHAT ABOUT SAVING TIME?

Butlers Catalog saves you time because you can order whenever you have a few minutes to spare — in the evening, if you like, or at home.

WHAT ABOUT SAVING MONEY?

Order from Butlers Catalog and have all the different items you need come in the same shipment; that's the way to cut down transportation expenses!

WHAT ABOUT SAVING INVESTMENT?

Merchants who order by mail, from Butlers, can carry a smaller stock of any item, because they can re-order frequently and in small quantities.

WHAT ABOUT SAVING SALES?

With less money tied up in each item, you can afford to branch out a bit more — carry a wider variety of merchandise. (See your Butler Catalog for lots of ideas.) Thus you'll save the sales you would otherwise lose to somebody else. Butlers Catalog saves sales in another way, too; you have fewer "Outs" when you keep stocks up with frequent mail orders.

AND NOW . . . WHAT ABOUT THAT ORDER?

Chances are you need stock in some lines this very minute. Then why not get your Butler Catalog out right now and see for yourself how ordering by mail, from Butlers, SAVES YOU TIME, MONEY, INVESTMENT, AND SALES!

Sincerely yours,

H. M. Stoddard:BPC

SALES MANAGER

WHAT ABOUT MINIMUM ORDERS?

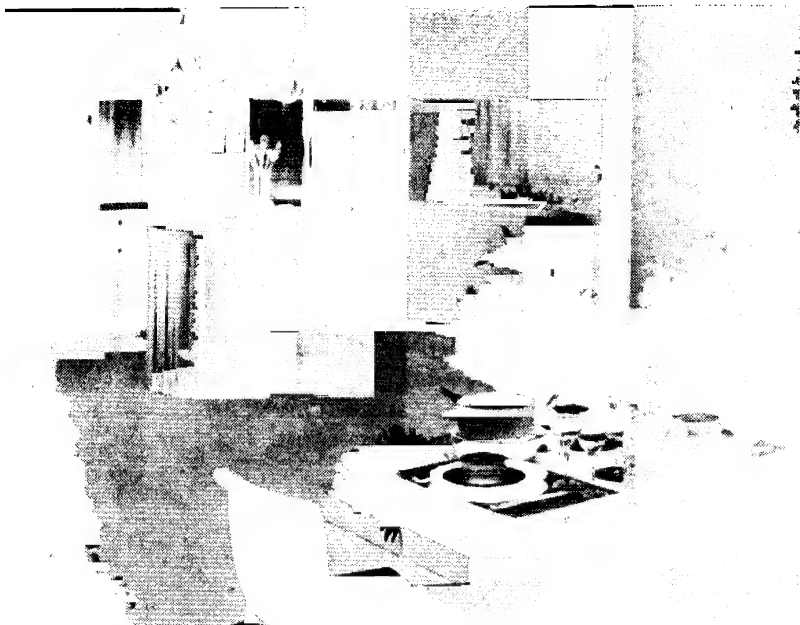
Nothing to worry about at Butlers; we only ask that your orders average \$15 through the year. That's fair enough, isn't it?

This is one of a series of "stunt" sales letters used by Butler Bros., Chicago, to reactivate accounts that had become totally inactive. A test was made of the results. Sales to the nonregularized control group during the first six months amounted to 49 per cent of the entire previous year's sales. Sales to circularized accounts—63 per cent.

A Dartnell Gold Medal winning letter by Butler Brothers, Chicago wholesaler. Designed to stimulate the use of a catalog which busy merchants might have put aside and forgotten. A test showed that sales from merchants who received this letter were about 20 per cent greater than from the half of the list which did not receive it. The string was a piece of fuzzy red yarn that stood out like a sore thumb. Note the footnote: Properly used, the "P.S." can be the most important "hook" in the letter.

Photographs Favored as Catalog Illustrations: Photographic illustrations lend themselves so effectively to catalog use that comparatively few companies now use line or wash drawings. In some cases, photographs are so retouched as to look like wash drawings, but in general the more natural the photograph the more productive it is. In the majority of cases, also, it is not considered sufficient just to show the product. It is better, from an interest standpoint, to show the product in use; but, lacking the opportunity to do that, most products show up better in an appropriate setting than they would without benefit of background or atmosphere.

Since a catalog comes closer to a retail newspaper advertisement than any other piece of sales promotional literature, the same principles of merchandise illustration that have proved successful in newspaper advertising prove equally successful in catalog selling. And a recent survey by the American Newspaper Publishers Association and the American Association of Advertising Agencies showed photographs to be far ahead of drawings in boosting advertising readership. In food advertising, for example, food photographs themselves attracted the greatest attention—followed, in order, by babies, celebrities, animals, children, families or couples, pin-up girls, product packages, and men. In picturing products in use, the nature of the product will determine what pictorial treatment is most resultful, but it is worth discovering which subjects are of greatest interest to buyers in particular cases. Further illustrative principles developed in the survey were that reverse plates, while sometimes favored by designers, are below average in attention value, and that a single illustration is more effective than multiple illustrations. Second choice is a single large illustration dominating one or more smaller illustrations. The wisdom of using color in illustrations depends on the importance of color as a selling factor for the product. Catalogs showing flowers, fabrics, furniture, or other products with color as a sales appeal will profit from the use of color pictures; catalogs devoted to machinery, hardware, electrical equipment, will not so profit.



One of the full-color illustrations in the Kelvinator catalog featured the Joan Crawford "Carriage Kitchen." Designer Marvin Culbreth took into account Miss Crawford's requirements for ample storage, easy cleanability, repetition of work areas, and her preference for modernity and little color. The "Carriage Lamp" design appliances were part of an exclusive collection of thirty "originals" in refrigerators, ranges and dishwashers illustrated in the catalog.

Following Up the Catalog: Since it costs real money to prepare, produce, and distribute catalogs, it is important to make sure they are being used. It is the practice of mail-order houses, as well as many others, to check customers' records periodically to determine if a purchase has been made from the last catalog before sending the customer another. The following letter, used with variations by Montgomery Ward & Company, Chicago mail-order house, shows one technique of doing this:

Dear Mr. Aspley:

Early in December I mailed you a copy of the special holiday edition of Ward's Star Value News, eight pages of newspaper advertising printed in rotogravure. My reason for sending it was the belief that you, like the thousands of other people living in or near large cities, would be interested in the convenience and economy of buying by mail or by telephone.

In looking over our customers' records this afternoon, I could not find where you had made a purchase by mail from this special advertising or placed an order by telephone. I decided to

CATALOGS AND PRICE LISTS

write and ask if you would be kind enough to tell me frankly why you did not buy

It would be a great help to me if you would tell me how you feel about buying from Ward's. I would appreciate this favor very much. It is only by considering your reactions, criticisms, and suggestions that we will be able to offer the kind of service you desire.

To make it easy for you to write me, I have listed some questions on the back of this letter which I wish you would fill out. I am also enclosing an addressed envelope which requires no postage and will come to me personally.

Thank you for this favor,

The questions which the customer was asked to answer on the back of the letter were as follows:

- 1 Did you receive the special holiday edition of Ward's Star Value News?
- 2 Did you look it over?
- 3 Was the plan whereby you could place an order by telephone and have the toll charge refunded clear to you?
- 4 Did you think the values were good?
- 5 If not, explain.
- 6 Was the selection of merchandise to your liking?
- 7 Were the descriptions and illustrations adequate?
- 8 What items of merchandise were you most interested in?
- 9 Have you ever bought from Ward's, either by mail or from our Retail Stores?
- 10 How do you feel about buying by mail as a method of shopping?
- 11 Would a similar showing of our special holiday merchandise next December help you do your Christmas shopping?

PRICES AND THE CATALOG

The reason catalog users refer to their books most frequently is to check on prices, which is also the chief reason, in all probability, why it was published in the first place. Without minimizing the importance of the proper handling of all the other things

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that go into its making, prices constitute a catalog's biggest use factor; it is changing prices even more than changing styles or the addition or deletion of lines that necessitate new editions and create the demand for the various types of catalog binders which permit pages to be replaced when they become outdated.

An illustration of the emphasis placed on price when there is a price story was provided a few years ago by the fall and winter catalogs of the mail-order houses. After 8 or 10 years of steadily rising prices, Sears, Roebuck & Co., Montgomery Ward & Co., Aldens, and Spiegel's found it possible in the following summer to reduce the prices of much of their merchandise for the coming season. Sears discarded its customary illustrated front cover in favor of a price message to customers which stated that Sears' prices really were lower, that "we guarantee to save you money," and "we guarantee to give you the immediate benefit of any lower prices after the catalog is printed." The 1,380-page book was the largest general catalog issued by Sears for several years, and price cuts averaging 8 per cent below the previous year were made on 62 per cent of the 100,000 or so items listed. Ward's emphasized the fact that the price reductions in its new 1,136-page catalog were more extensive than at any time in years, and that more than half the items listed were priced "very substantially below" the previous year. Prices in the 836-page catalog of Aldens ranged from 15 to 40 per cent lower than the previous book and the number of pages was up nearly 10 per cent. In every case, price was played up as the big news of the fall and winter season.

All catalog users aren't as price-conscious as mail-order buyers, of course, and all concerns issuing catalogs, even if they had such substantial price reductions to offer, wouldn't want to stress them so heavily. But under normal conditions—and disregarding such abnormal conditions as have caused the omission of prices from recent automobile catalogs, for instance—price is as indispensable a feature of catalogs as it is of retail merchandise advertisements in newspapers. The relatively small percentage of catalogs which do not include prices actually become style books, reference books, product listings, or indexes rather than catalogs.

Making Provisions for Price Changes: Where a catalog is necessarily so expensive that it can't be revised and reprinted periodically and where price structures are subject to frequent change, these considerations affect the planning of the entire sales promotional strategy. They are solved through any of the

following devices, depending on a company's particular problem:

1. The publication of a separate price supplement keyed to and accompanying the catalog without actually being bound into it. This method has the obvious danger of the supplement's becoming separated from the catalog proper and not being at hand when needed.

2. The use of loose-leaf catalog covers of various ring-binder or mechanical-binding styles in which individual sheets or whole sections may be inserted in case of changes. When the burden of inserting the new material falls on buyers, the system is usually less satisfactory than when salesmen are responsible for making the changes, although even salesmen have been known to grow lax in the matter.

3. The issuance of several small catalogs in place of one big catalog, especially if the line is so diversified that different groups of products are sold to separate groups of buyers. The costs of revising and reprinting individual sections is proportionately less than redoing an entire catalog and those sections which do not require changing can be kept in longer use.

4. The issuance of special catalog supplements covering all necessary changes in both products and prices which are intended to be filed with the main catalog but not to be inserted in it. The disadvantage here is that the user is required to look up an item in one or more supplements in addition to the catalog itself in order to make sure that he is getting the latest information about it.

Price lists are usually inserted loose in the catalog, and are prominently dated and numbered. The serial number of the price list (usually a letter rather than a numeral) precedes each catalog number in the price list, so that the customer when ordering automatically indicates the price list used. To avoid confusion it is customary to change the color of each new price list, and request customers to destroy the old "yellow" list which is superseded by the "blue" list enclosed with the letter. Some promotion men arrange for a pocket in the catalog, usually a slot in the back cover or one of the last pages, to hold the price list so that it will stay with the catalog. The same pocket may be used for keeping order blanks and return envelopes.

Before proceeding with the production of a catalog it is well to get the advice of a catalog specialist who has no axe to grind. You may get good advice from your engraver or your printer, but then again you might not. After all, the engraver could hardly be expected to recommend that it be produced by a process

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which would deprive him of the engraving business, and a printer equipped only with flat-bed presses for relief printing would prefer to keep them busy rather than see the job go to an offset house or be produced by some other competitive process.



HODRAY FOR SNOW!
(Skeeter owners welcome it)

We hope you'll join the fun—and we're glad to send you the Skeeter literature you asked for.

Evinrude's 32 page catalog features the Skeeter on the back cover—and pages 30 and 31. You'll find complete specifications on page 31.

Introduced last year, Evinrude's Skeeter caught the imagination of Sportsmen and outdoor-loving families throughout the snow country. This year, you have a choice of three Skeeter models—standard, wide track, and electric starting models. There's also an extension kit if you want more cargo space and more flotation.

We've enclosed the name of your nearest Evinrude Skeeter dealer with this letter.

We don't mean to be sneaky by sending you literature on our new motors and boats. It just happens that all of our products are in one catalog. Of course, we don't mind if you get the urge to own a new boat or motor.

We're in favor of fun all year 'round.

We invite you and your family to stop in at your Evinrude dealer--- and see and fun-test the Skeeter.

Cordially,
EVINRUDE MOTORS

Robert M. West Jr.
Director of Sales

R N West Jr.

When an inquiry is received for a seasonal model, Evinrude sends out a complete catalog with an accompanying letter. The message stresses the model, invites attention to the entire line, and urges the prospect to visit the nearest dealer, whose name and address are enclosed—all in a cheery, informal tone.

Distributing the Catalog: A catalog is only as valuable, in the eyes of a possible buyer, as you make it. If you send it to him "cold" it is not likely he will attach much value to it. It is therefore good sales promotional practice to make the customer want the catalog before you send it to him. There are exceptions to this rule, of course. Some inexpensive catalogs, which are really not much more than illustrated price lists, can be mailed broadcast without involving much loss so far as the cost of the catalogs is concerned. But there is also the question, entirely aside from waste, of how much more business would result from the distribution of the catalog if the promotion department had "set the stage" for it.

It is not suggested that the distribution of an expensive catalog be limited only to those who ask for it. Obviously every probable buyer should have a copy, *provided he will use it*. But that is an important proviso. The best practice seems to be to depend upon publication and direct-mail advertising to get as many requests as possible for a newly issued catalog, on the theory that such names are valuable in other ways, and then after that distribution has been made to use special letters to get the catalog into the hands of important customers under the most favorable conditions.

Formulating catalog procedure, then, involves many factors of timing, press runs, length of service, costs, and pricing policy. It accounts for the trend away from regular yearly catalogs to a more flexible "as needed" schedule on the part of industrial companies which are not affected by seasonal considerations. The intervals between catalogs may be only 9 or 10 months in some periods and then 2 or 3 years in others, depending on circumstances at the time. General line mail-order companies necessarily base their operations on regular fall-and-winter and spring-and-summer catalogs, with special supplements in between; in industries where yearly models are the practice, so are yearly catalogs; retail stores and mail-order specialty houses invariably need annual Christmas and other timely catalogs for spring weddings and graduations, summer sports and vacations, fall back-to-school outfits, etc.; seasonal styles in any line of business require seasonal catalogs. But where real reasons for definitely spaced catalogs do not exist, most companies find that their catalogs produce more business in relation to their cost if they are scheduled according to specific needs rather than according to arbitrary dates.

SALES PROMOTION LITERATURE

I—Planning

THE effectiveness of a sales promotional program depends upon many factors, not the least of which is the literature used to implement it. Unless it is geared into the over-all plan, and is planned to make the most of every sales opportunity it will fall short of its mark.

It is important, for example, to predetermine, by test or otherwise, the resistance which will be encountered. How much of an effort must be made to overcome that resistance? What are the buying habits of those who will read, and presumably be influenced by the literature? Are they of the introvert or the extrovert type? Do they open their own mail, or is it opened for them by a mail clerk? If the objective is mail sales, are the persons to whom the mailing will be slanted known to be mail-order buyers? Should the copy appeal be emotional or "reason why"? Should the piece be spectacular and colorful, or would it be best to keep it dignified and impressive? Should the job be done in a single piece, or should the task be broken down into several related pieces? Is it safe to go ahead without testing, or is there sufficient experience to produce the piece without pretesting it?

How much can you afford to spend? Will that be enough to do the job or would it be wiser to spend more? This last question is important, for, as every promotion man knows, the cost of sales literature or, for that matter any advertising, is measured by results rather than production costs. A sales promotional piece which cost 20 cents in the mail, might be much "cheaper" in the long run than a piece which cost only 10 cents, if the 20-cent piece produced twice as much business, inquiries, or whatever the objective might be.

SALES PROMOTION LITERATURE

Illustrating this point, a magazine publisher had the problem of obtaining new subscribers at a cost low enough to cover the expense of the mailing plus the cost of servicing the subscription. The usual returns on magazine promotions is 1 per cent—that is to say 1 subscription for every 100 pieces of promotion mailed. In the case of a magazine selling for \$4 a year, that is just about enough to recover the cost of the mailing, leaving nothing for servicing the subscription, a matter of about \$2 a year in this case. The problem was to either increase the percentage of returns, or cut the cost of the mailing, a very difficult thing to do without at the same time cutting the percentage of returns. The problem was solved by increasing the unit of sale to 15 issues for \$5 and using automatically typewritten, personalized letters which cost in the mail \$15 a hundred, but which produced 5 per cent sales, amounting to \$25 for every \$15 expended. This left \$10 to apply toward the cost of servicing the subscription. An interesting point about this experiment was that it proved to be just as easy to sell a 15 months' subscription for \$5, as it was a 12 months' subscription for \$4, and the extra dollar helped.

KINDS OF PROMOTIONAL LITERATURE

Sales promotional literature may be represented as encompassing four different fields of business literature, any one of which accounts for a tremendous volume of printing:

1. *Direct-Mail Advertising Literature*, which is familiar to everyone as the letters, folders, post cards, booklets, broadsides, and other pieces sent through the mails to advertise all manner of products and services. Direct mail is a distinctive medium of advertising in the same sense that magazine, newspaper, business paper, radio, television, outdoor, car card, and business film are distinctive media of advertising, direct mail having the particular advantage of controllable selectivity and personal attention value.
2. *Unmailed Advertising Literature*, which consists of substantially the same types of printed pieces as direct-mail advertising but is distributed by means other than the mails. In this case the pieces may be handed out to shoppers in retail stores; inserted in packages, bundles, or statement envelopes; passed out from house to house or office to office; placed in parked automobiles; given to pedestrians on the street; or delivered personally by salesmen or messengers. Included as unmailed advertising literature are many forms of window, counter, floor, wall, and package displays.
3. *Mail-Order Literature*, which differs from direct mail in that its purpose is not simply to advertise a product or service by mail but actually to sell it by mail, without benefit of salesman or retail store. Mail-order literature ranges all the way from post cards and simple sales letter-order form combinations to the gigantic catalogs of the big mail-order houses.

SALES PROMOTION HANDBOOK



Retail promotion literature must be attractive and impelling. These representative samples of mailings by Zale Jewelry Co., massive Southwest retail operation, are designed to sell by direct mail as well as to attract new customers. Many of the items offered cost well over \$300.

SALES PROMOTION LITERATURE

4. *Educational and Instruction Literature*, which is designed neither for direct advertising nor for mail-order selling yet occupies an exceedingly important place in sales promotional strategy. Sales manuals, sales training courses, instruction manuals, bulletins, and other material for the training and education of salesmen, dealers, wholesale and retail salespeople, sales correspondents, etc., are examples of this type of literature.

Combining, coordinating, and consolidating these four fields of business literature into one over-all sales promotional operation, consequently, is one of the most responsible functions of the executive in charge of sales promotion. The scope of the job is great, greater perhaps than even most managements realize. From the standpoint of the planning, creation, and production of the huge volume of printing demanded by an all-out promotional program, more time, more money, and more manpower are required than in the preparation of all the other components of a complete advertising campaign.

The objectives usually suggest several physical forms the literature may take; the budget usually decides which form is preferable in size, quantity, manner of treatment, and frequency of use. Final decisions are made difficult not because there are so many forms from which to choose but because there is such an infinite variety of ways for handling each form. Actually, almost any piece of sales promotional literature that can be devised falls within one of these ten major classifications:

1. Post cards and self-mailers.
2. Letters and enclosures.
3. Folders and broadsides.
4. Booklets and brochures.
5. House organs and bulletins.
6. Catalogs and price lists.
7. Portfolios and presentations.
8. Samples and specialties.
9. Reprints and publicity releases.
10. Window and store displays.

In each classification, however, are limitless possibilities for original and distinctive variations, depending again on the job to be done and the appropriation available for doing it. Those are the factors which govern whether the piece shall be economical or expensive, large or small, in color or black and white, 8-page self-cover or 96-page plus cover, a thousand run on a multigraph or a million run on 2- or 5-color rotary presses.

How Pharmaceutical Advertisers Plan Their Literature: An interesting case study of the types of sales promotional litera-

Analysis of Direct-Mail Advertising Received by General Practitioners During Five 1-Year Periods

Percentage of Total

	First Year	Second Year	Third Year	Fourth Year	Fifth Year
<i>Type of Advertiser</i>					
Pharmaceuticals	82.3	83.2	85.0	85.9	86.5
Medical books and journal subscrip- tion solicitations	3.6	4.3	3.3	2.1	2.4
Medical equipment and instruments	2.9	1.7	1.1	2.0	1.4
Miscellaneous—including all mail of a nonmedical nature	11.2	10.8	10.6	10.0	9.7
	100.0	100.0	100.0	100.0	100.0
<i>Type of Postage Used</i>					
Printed permit	48.5	50.3	48.3	50.9	48.1
Postage meter	23.2	27.5	29.9	27.2	29.7
Third and fourth class	11.7	9.6	11.8	14.9	14.9
First class	4.3	3.9	2.9	3.0	2.1
Government post cards	12.3	8.7	7.1	5.3	5.2
	100.0	100.0	100.0	100.0	100.0
<i>Corner Cards</i>					
Usual style—name and address in upper left hand corner	62.2	64.8	68.3	70.2	73.4
Name and address on flap or reverse side	4.7	6.7	5.5	5.5	14.0
P. O. box or street address used—no company indicated	3.7	5.4	4.1	4.3	3.6
No corner card or return address	29.4	23.1	22.1	20.0	9.0
	100.0	100.0	100.0	100.0	100.0
<i>Self Mailers and Mailing Cards</i>					
Sealed	3.6	3.0	3.3	2.9	3.2
Unsealed	8.4	7.8	5.5	7.1	7.4
Mailing cards	7.8	8.8	9.9	9.9	8.1
Government post cards	12.3	8.7	7.1	5.3	
<i>Sample Request Cards Enclosed</i>					
Not prepaid	0.6	2.1	2.8	2.3	3.7
Business reply cards	17.4	17.3	12.2	12.3	10.9
Samples	14.4	14.2	9.3	9.3	8.6
Leaflets (1 or more) enclosed	11.1	14.6	15.5	15.4	15.8
House magazines	5.6	6.0	6.3	7.0	7.8
Letters enclosed	24.2	26.3	26.8	22.4	20.7

SALES PROMOTION LITERATURE

ture selected by one industry for mailing to its customers and prospects is afforded by the 5-year analysis compiled by a company of medical mailing list specialists. During each of the 5 years surveyed, as shown in the accompanying chart, this company collected, classified, and tabulated all of the promotional pieces received through the mails by the typical general practitioner. For the periods ending April 30 of these 5 years the totals were:

1st year, 2,199 pieces or 42 per week
2nd year, 1,919 pieces or 37 per week
3rd year, 1,774 pieces or 34 per week
4th year, 1,826 pieces or 35 per week
5th year, 1,263 pieces or 24 per week

Since the 5-year study was made, the volume of mail to physicians has tended to increase annually, yet the significant fact remains that the percentages of the various types of material are found to have remained fairly constant, except for an increase in the mailing of samples.

The conclusions which can be drawn from the studies made in this particular field are of interest to all producers of sales-promotion literature, as indicative of both the possibilities and limitations of such literature. It should be noted, by the way, that much additional literature for physicians is not mailed but is delivered personally by detail men who call on physicians, to describe new products.

The post card and self-mailer classification, for example, represented 32.1 per cent of all mailings; samples made up another 14.4 per cent; and house magazines, 5.6 per cent. These three classifications accounted for 52.1 per cent of the total, the remaining 47.9 per cent being in letters and enclosures, folders and broadsides, booklets and brochures, catalogs (but few price lists), and reprints (but no publicity releases) which are widely used by the pharmaceutical houses in the form of papers from the medical journals. Since it is not common practice in this field to enclose letters with such publications as booklets, brochures, house organs, and catalogs, it is fairly certain that most of the 24.2 per cent of the mailings in which letters were enclosed belong in the "letters and enclosures" classification, leaflets (describing new pharmaceuticals) being by far the most popular type of enclosure. Consequently, somewhere between 20 and 30 per cent of the mailing pieces remain to be divided between the three classifications of folders and broadsides, booklets and brochures, and catalogs, with the third being the least prevalent of the three.

SALES PROMOTION HANDBOOK

A New Size—100 ml.—ERYTHROCIN® Granules for Oral Suspension

erythromycin ethyl succinate,

A Logical Size For 5-Day Pediatric Therapy

PEDIATRIC DOSAGE

BODY WEIGHT	ERYTHROCIN CHEWABLE*	ERYTHROCIN GRANULES	ERYTHROCIN DROPS
Children under 10 lbs.			20 mg. (1/2 ml.) in 4 divided doses
10 to 20 lbs.			1/2 to 1 dropper** q.i.d.
20 to 40 lbs.	1/2 tablet 4 to 5 times daily	1/2 tsp. 4 to 5 times daily	1 dropper 4 or 5 times daily
40 to 60 lbs.***	1 tablet q.i.d.	1 tsp. q.i.d.	

DOSAGE SHOULD BE INCREASED IN SEVERE INFECTIONS

HOW SUPPLIED	200 mg. chewable tablets, scored for half doses. Bottles of 50.	60 ml. & 100 ml. bottles. 200 mg. per 5 ml. tsp.	30 ml. bottles. 100 mg. per 2.5 ml. dropper
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*For full therapeutic effect, Chewable tablets should not be swallowed whole.

**Dropper calibrated at 1.25 ml. (half) and 2.5 ml. (full).

***60 lbs. or more, 1 chewable or 1 tsp. 5 times daily.

An example of promotional enclosure in the ethical-pharmaceuticals field—a 3 by 5 card which can be filed for quick reference. Note that it contains information but no "touting" of the product.

The fact that so much of the mail directed to physicians takes the form of inexpensive pieces is one of the most remarkable points developed in this study. As a group, the pharmaceutical companies, which are responsible for 82.3 per cent of these mailings, are noted for the high quality of their sales promotional literature. They usually dominate the annual Direct-Mail Leaders awards of the Direct Mail Advertising Association, and frequently account for a disproportionately high percentage of awards in other contests.

They are probably the foremost examples of class advertisers among direct-mail users, one reason being that they are limited by ethical considerations in their use of newspaper and other popular forms of advertising and put most of their appropriations into direct-mail and medical journals; another reason is that the physicians who make up their particular market represent the best-educated and most affluent group of its size in the country and have the cultural and artistic interests to appreciate fine literature. It is therefore significant to other sales-promotion executives, those in mass markets as well as class markets, that in mailings to such a group the following practices prevail:

Scaled and unscaled self-mailers make up 12 per cent of the mailings; government post cards, 12.3 per cent; and mailing cards, 7.8 per cent.

SALES PROMOTION LITERATURE

Except for government post cards, only 4.3 per cent of the direct mail is first class; third and fourth class account for the other 82.4 per cent.

Letters are included in practically one-fourth of all mailings.

Samples are included in practically one-sixth of all mailings.

Leaflets are included as enclosures in over one-tenth of all mailings.

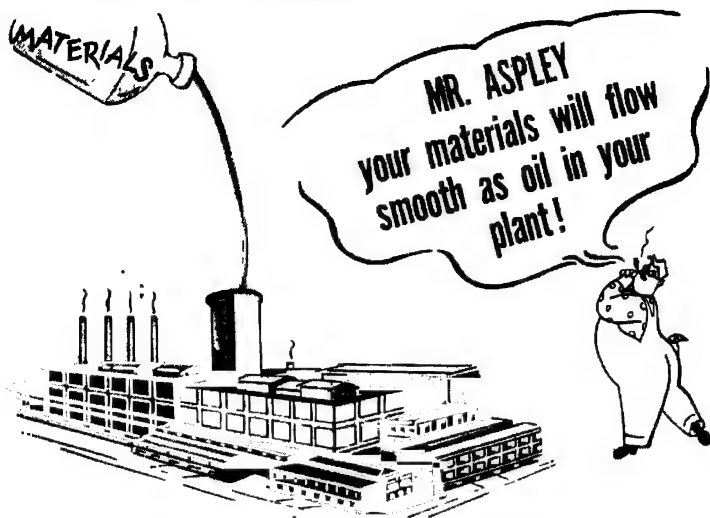
1. POST CARDS AND SELF-MAILERS

The simplest and most economical of all mailing forms, of course, is the government post card. It is also the quickest to get into the mails in case of a timely news message, because it doesn't require stamping, metering or printing with a postage indicia; and is the quickest to get to its destination because it travels as first class mail. It can be printed, multigraphed, mimeographed, or processed by any other method, one at a time or any number of units up to full sheets of 40.

Post cards of all varieties are ideal for brief copy of a reminder nature; for quick series of repetitive sales points; for notices, announcements, instructions, invitations, and other short messages; for teaser build-ups or even for mail-order offers of inexpensive items. They are not suitable for confidential messages; for informative data to be filed for reference; for mailings intended to create prestige; or for propositions requiring a sustained sales story or a complete selling job.

Self-mailers have most of the same advantages and disadvantages as post cards so far as subject matter is concerned, although they do provide greater space for text and illustration. Double post cards and sealed mailing cards, however, are simply small-sized self-mailers and even the more elaborate pieces of this classification are generally regarded as being in the same category and are treated accordingly by their recipients. Many self-mailers are printed on sheets as large as 17 by 22 inches, then folded to 8¼ by 11 or 5½ by 8 inches for mailing. It is important that good tough paper stock be selected to withstand rough handling in the mails and that they be substantially sealed. Frequently, bristol or cover stock is selected of such weight that one corner may be perforated for tearing out and mailing in as a reply card. Regardless of the precautions taken, though, a self-mailer seldom reaches its destination in as fresh or clean a condition as if it had been mailed in a sturdy envelope supported, if necessary, by a stiffener.

A noteworthy post-card promotion campaign was that of Capital Airlines, which obtained lists of the members of and delegates to conventions held anywhere along the routes it



Returns from mailing pieces can often be increased by personalizing the caption as was done in this Towmotor Corporation folder. Added interest was created by the use of an amber plastic "stream" flowing from the bottle to the plant chimney.

serves. Those individuals who lived in Capital territory were then sent post cards, inviting them to make the trip by Capital Airlines. Each post card was tailored pictorially to fit the convention subject. Copy was brief and illustrations as large as the post card allowed. A typical card carried a cartoon of a telephone lineman at the top of a pole with accompanying text reading: "We're merely suggesting you go to the meeting of the AMERICAN INSTITUTE OF ELECTRICAL ENGINEERS (in display) at Pittsburgh, January 26-30, by Capital Airlines." Each individual mailing ran from 100 to 10,000, depending on the number of known delegates' names that were obtained. Costs were extremely low, but results were extremely high.

The 50 or so individual mailings in one year produced something over \$150,000 in traceable one-way and round-trip reservations, and measurable returns came to over 25 percent.

2. LETTERS AND ENCLOSURES

Of the many types and varied forms of sales promotional literature, letters, of course, are by far the most widely used. In fact, there is practically no form of mailing piece aside from a post card itself which isn't, more often than not, accompanied by a letter. Even self-mailers are frequently made up to incorporate

a letter either as the entire inside section or, in the case of the larger pieces which open out into veritable broadsides, as an integral part of the design. The familiar appearance of a standard letter form made up to resemble typewriting and reproduced on a conventional letterhead design contributes something to a mailing which nothing else can duplicate.

Since a letter may accompany any form of sales promotional literature, then, and since all these other forms thereby become enclosures, the classification of "Letters and Enclosures," may need clarifying. Here "enclosures" are distinguished from these other forms as being pieces which, because of their size or their design or their very nature, normally would not be mailed alone. Such enclosures would include blotters, index cards, business cards, coupons, tickets, order forms, reply cards and envelopes, picture cards and simulated photographs, poster stamps and stickers, single-page leaflets, and all the various printed novelties used to dramatize the so-called "gadget letters." The term refers primarily to those letter-and-enclosure combinations in which each is more or less dependent on the other for its effectiveness. It refers to the wide variety of plain and ingenious "envelope stuffers" which are enclosed with bills from public service companies and retail stores, with insurance notices and with bank statements, but which are hardly complete or impressive enough to stand on their own feet as mailing pieces. It refers to package enclosures as well as to envelope enclosures. In the aggregate, therefore, the volume of pieces designed to be used as enclosures and nothing else is tremendous, and they serve a wide number of important purposes.

The many different types of letters regularly employed in sales promotional programs and the objectives they are written to accomplish are covered elsewhere in this volume. (See also Chapter 7.) The letter is literally the foundation of direct-mail advertising and mail-order selling, and is more widely used in practically every other sales promotional function than any other piece. Many comparative tests in these fields have shown the letter to exert a more powerful influence on returns than any other element of the mailing—enclosure, envelope, reply form, color combination, form of postage, or even all of them together—with the single exception of the list. Nothing can cut returns like a poor list, and nothing can build them up like a good one.

Today, with the advent of computers and other electronic list-sorting machines, working with lightning speeds, there is little excuse for a poor or obsolete mailing list.



With the great variety and tremendous volume of folders and broadsides to compete with, this well-designed accordion-type folder claims ready attention. It was issued by the Colorado Division of Commerce to promote the serving of Colorado beef by restaurants and hotels.

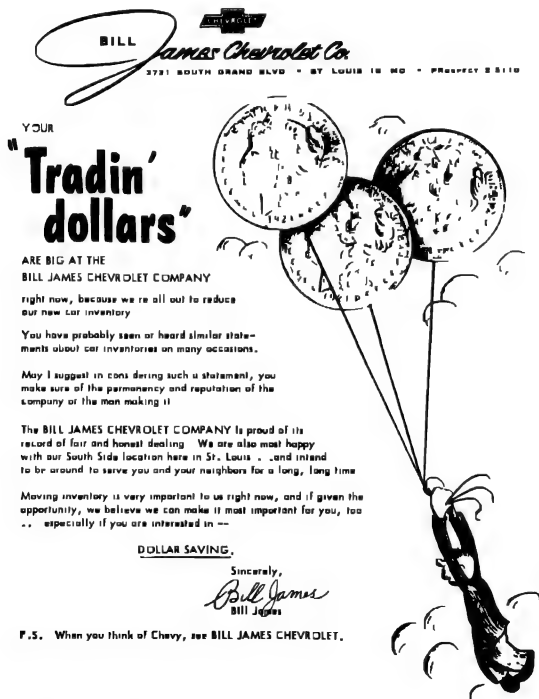
3. FOLDERS AND BROADSIDES


When post cards, self-mailers, small folders, or other simple letter enclosures are no longer adequate to give proper length, proper display, or proper impressiveness to a sales promotional message, the next step is the preparation of a folder or a broadside, which is simply a large-size folder usually designed to unfold by progressively dramatic stages until the final fold releases a big smash climax or "broadside." Folders and broadsides are the standard pieces of printed advertising, and compare more closely to newspaper or magazine advertisements in style of copy and lay-out than do any other of the sales promotional forms. Since they are printed on single sheets which are folded and trimmed rather than gathered and bound, they are relatively inexpensive to produce and are highly flexible so far as size, shape, and style are concerned.

Many, probably a majority of, direct-mail campaigns are based on folders as the means of doing the specific job of illustrating and describing the product or service in detail, a job which can't be performed by a letter unless it is of the illustrated or four-page letterhead variety. Folders used to precede and follow up the more elaborate booklets, brochures, catalogs, and presentations permit the advertiser to make more frequent mailings, to deliver his sales points in more rapid succession, and to gain quicker advantage from the cumulative effect of a series or cam-

paign. Folders are the "mass" medium of sales promotion, intended to establish contact with the widest possible number of prospects by distribution through the mail, through dealers' stores, and through salesmen's calls.

Broadsides go a step further than folders in the graphic presentation of a complete story. Their use makes it possible to inject a note of extraordinary emphasis at certain stages of a campaign such as the beginning or, as an abrupt change of pace, the closing stages or the final climax. They provide a larger printing surface for bold pictorial and copy expression and give the impression of bigness when there is a psychological advantage in doing so. Successful broadsides are designed to capture interest immediately with a forceful opening, and then follow through in orderly, accelerating sequence to a rousing finish. At the same time, care must be taken to avoid confusion in following the story and to prevent difficulty in handling the piece.



BILL  **James Chevrolet Co.**
2721 SOUTH GRAND BLVD. • ST. LOUIS 18, MO. • PROSPECT 23118

YOUR
**"Tradin'
dollars"**

ARE BIG AT THE
BILL JAMES CHEVROLET COMPANY
right now, because we're all out to reduce
our new car inventory.


You have probably seen or heard similar state-
ments about car inventories on many occasions.

May I suggest in considering such a statement, you
make sure of the permanency and reputation of the
company or the man making it.

The BILL JAMES CHEVROLET COMPANY is proud of its
record of fair and honest dealing. We are also most happy
with our South Side location here in St. Louis... and intend
to be around to serve you and your neighbors for a long, long time.

Moving inventory is very important to us right now, and if given the
opportunity, we believe we can make it most important for you, too
... especially if you are interested in —

DOLLAR SAVING.

Sincerely,

Bill James

P.S. When you think of Chevy, see BILL JAMES CHEVROLET.

*A promotion letter combining cartoon with copy, produced by M. W. Fink-
binder, of Lisle M. Ramsey & Associates, Inc., for the Bill James Chevrolet
Company of St. Louis, Missouri.*

4. BOOKLETS AND BROCHURES

Sales promotional literature of this classification is selected in preference to other forms for any or all of the following reasons:

- a. Because the copy—the term “copy” including illustrations, captions, headlines, tables, charts, graphs, and other display matter as well as text—is too long to fit comfortably into the limited space of a folder or broadside.
- b. Because the purpose of the piece is to establish the need and create the want for the thing being promoted rather than simply to give its specifications and prices, as is done with catalogs and price lists. Where a catalog *informs* and *describes*, a booklet *instructs* and *inspires*.
- c. Because no other style of piece will convey the same feeling of dignity, prestige, and intrinsic value when those qualities are important.
- d. Because it is desirable to impart information in a form which can be kept for thorough reading and study and which will be filed for future reference. Booklets, like catalogs, are usually planned for permanence; while cards, enclosures, folders, and broadsides are intended to deliver a flash message and are expected to live a shorter life.
- e. Because the subject matter naturally lends itself to orderly page-by-page sequence and to more or less departmental organization. Where several related subjects or products are handled in a single piece under separate chapter headings, the booklet is the piece of choice.

Brochures Merely De Luxe Booklets: A brochure, according to commonly accepted sales promotional definition, is merely a de luxe booklet, just as a broadside is a de luxe folder. The distinction between them is one of degree rather than basic function. Elaborate, oversize, or extraordinary booklets are called brochures, which gain in impressiveness through sheer richness of design, illustration, typography, paper stock, color, bindings, or other physical attributes.

When to Use and When Not to Use: The same qualities which give booklets and brochures their advantages over other kinds of literature also set their limitations. Their greater length and their added cost make it impractical to issue them as frequently as simpler, less expensive pieces, especially for mailing purposes. A series of booklet mailings is of necessity spaced more widely than, say, a series of folder mailings, and its cumulative effect is slower in developing. More time is required both to prepare and produce them, so they do not lend themselves as effectively to situations where timeliness is a factor. Also, more time is required to read and digest them, so they seldom get the same fast response as a piece which can impart its message quickly and then be either discarded or acted upon at once.

SALES PROMOTION LITERATURE

As its name signifies, "booklet" is the diminutive of "book" and follows the traditional book format more closely than it does the advertising format. Booklets and brochures point up the distinction between editorial and advertising treatment, a distinction which is developed more fully in the following section on creating sales promotional literature.

Many types of special booklets to fit many special needs are required in sales promotional programs. Among the most prevalent are the following:

Product Booklets, which may be planned either singly or as a series; which may be devoted to all the uses for each different product in the line or to the different uses for the same product among various classes of customers; which may cover any angle of invention, discovery, raw materials, research, or production of the product having sales significance. There are almost as many kinds of product booklets and brochures as there are products, and they represent probably the widest use of this classification.

Yearbooks, Annual Reports, and Anniversary Books, which are regarded as "institutional" pieces as distinguished from "product" pieces. As the concept of sales promotion has broadened to encompass public relations and even personnel relations, the importance of institutional literature has become more and more widely recognized. Company yearbooks and annual reports receive greater attention and more generous treatment than they ever did before; they go beyond bare profit-and-loss statements to interpret financial operations graphically and to cover such other phases of the business as sales and marketing, production procedures, industrial relations, expansion and development programs, products and product development, research and community support. Many old established concerns are now looking for opportunities to issue anniversary booklets or brochures where for years they studiously avoided them. In addition to conventional twenty-fifth, fiftieth, or one hundredth anniversaries of a company's founding, institutional books are prepared to commemorate such other important dates in the development of a business or of its industry as these:

The introduction of new materials or processes.

The opening of new foreign or domestic markets.

The establishment of new plants and branches.

The birthdays or anniversaries of chief executives.

The occasions of "open houses" or other events calling for "Trip Through the Plant" booklets.

Any significant "firsts" in the company's past record.

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Such literature appropriately combines historic milestones with contemporary accomplishment. It supplements product booklets and other strictly sales pieces by providing a background of prestige and good will which makes selling easier over the entire line. It enhances a company's position among customers, stockholders, and employees alike.

Instruction Books. Wherever there is a need for conveying information to owners or users about how to operate a product, how to service it, or how to use it in a variety of ways, a sales promotional booklet is usually selected as the most suitable vehicle. Many splendid examples of operation booklets which keep customers sold while instructing them in the proper way to operate their purchases are supplied by the automobile manufacturers, the washing machine companies, and concerns in the office equipment field. Many industrial firms prepare excellent booklets on the servicing of their products. And the best illustrations of booklets which stimulate the wider sales of products by showing different ways of using them are the recipe books of the food companies, the drink-mixing manuals of the distillers, the travel literature of the railroads and steamship lines, and the color charts and decorating combinations of the paint companies.

In all instruction literature the chief considerations are: (1) To keep it simple, readable, and understandable by avoiding technical jargon and overdetailed explanation; (2) to illustrate as well as describe; and (3) to hold customers' friendship and loyalty in the expectation that they will keep buying over and over again. In other words, whether it deals with operating, servicing, or using the product, the booklet prepared for that purpose is treated as a sales instrument rather than simply as routine technical data.

Reference Books. Closely allied with instruction books, yet serving a broader if somewhat less utilitarian purpose, are the reference books issued by many companies to supply present and prospective customers with the sort of informative material on general subjects which they might want to keep for permanent reference. The subject matter of such booklets need not directly concern a specific product or service in the sense that instruction booklets do, but it is sufficiently related to the sponsor's interests to be appropriate and to produce sales results. Outstanding examples which have been prepared in recent years include:

The United Air Lines' elaborate booklets of "Air Maps," which are preserved and treasured by travelers because they contain excellently prepared and beautifully printed relief maps in full color of vast segments of the country. They bring

SALES PROMOTION LITERATURE

geography to life in a manner which both instructs and entertains and will remain useful for many years to come.

A monumental work by James Gray, Inc., direct-mail advertising specialists, called "Carrying the Mail: The Historic Drama of the Growth of the Postal System," which also contained much useful postal rate data and general postal information. Issued at a time of important rate changes, the book presented timely reference data, and the sections on historic steps in the development of mail service—starting with the earliest recorded methods of delivering messages, tracing the origin of postage stamps and postal delivery, and winding up with "the miracle of air mail"—were of practically timeless interest.

"A Look at Peptic Ulcer," a so-called "Trans-Vision" booklet of Wyeth Laboratories, ethical pharmaceuticals, which described this condition to doctors by means of a series of anatomical drawings printed in color gravure on sheets of acetate which built up the picture step by step in cross-sections until the full image emerged. Surveys in the medical profession have shown that as many as 75 per cent of the recipients of such reference books keep them in their permanent files.

In all these cases and, in fact, in the cases of most reference booklets which do really effective jobs for their sponsors, company and product names are greatly subordinated to the subjects presented, and the term "sponsor" is entirely accurate in this connection because worth-while reference literature actually is "sponsored" to the same degree that educational or entertainment features are sponsored on radio and television; brief mentions at the front of the book and short "commercials" at the back are usually as far as the sponsor feels he should go. Companies whose sales promotional programs have not yet taken advantage of the good-will possibilities of reference books would probably find it profitable to do so if there exist among their customers certain special applications for such specific reference data as the following:

Mathematical tables like metric and apothecaries' measures; decimal equivalents as applied to particular problems; rate, cost, and pricing figures peculiar to a business, trade, industry, or profession, etc.

Standard forms similar to the type styles and sizes, halftone and Ben Day screens, engraving and electrotyping scales, etc., of the graphic arts industries, or the grades and cuts of the packing industry.

Period styles such as exist in the furniture and home furnishings industries, or color combinations as used in these industries as well as in the clothing, paint, printing, automobile, and other industries.

Performance records comparable to the batting, fielding, and pitching averages of baseball players; team standings by years; track and field marks, etc., as they have been related to the sale of sporting goods.

Charts and graphs depicting periodic trends in markets, building, sales, production, income, expenditures, taxes, or any other data pertinent to the audience being reached.

SALES PROMOTION HANDBOOK

Photographic records of persons or places of importance to individual groups, as a textbook publisher uses a portrait book of distinguished educators or a seed and nursery company uses a picture book of celebrated gardens.

Historic events and personages in any field that can be reconstructed by words or pictures and have sufficient bearing on present-day conditions to be of continuing interest.

Facsimiles of famous documents; reproductions of famous paintings, statues, and architectural studies; reprints of the outstanding literature of a business or profession—in short, appropriate printed keepsakes and souvenirs of any sort that possess qualities of permanence, usefulness, and lasting value.

Emphasis on reference literature becomes especially important when, as at the present time, competition for attention and reading time is so keen. Booklets which give the appearance of containing a substantial enough body of facts, figures, and specimens to make them seem worth keeping for future use have better than an even chance of holding their own against other matter in the daily mail; they provide salesmen and dealers with an appreciated form of literature for personal distribution; they get the biggest play at business shows and exhibitions; and they make the most productive offers for publication and radio advertising from an inquiry-getting standpoint.

Sales Manuals and Training Booklets. Corresponding to the instruction books for owners and users previously discussed, sales manuals and other forms of training booklets constitute the instruction literature for salesmen, district managers, dealers and distributors and their salesmen, sales correspondents, branch office personnel, or whatever parts of the entire distributing organization benefit from training in the more or less standardized procedures of handling their jobs. While the actual details of preparing and using sales instruction literature are covered thoroughly in another section, the funds to pay for them come out of the sales promotion budget and they must be correlated with all the other elements of the complete sales promotion program.

Whether it is prepared in the form of bound booklets or, as is more commonly the case, of loose-leaf binders, sales instruction literature nearly always follows the booklet style both in the way it is written and illustrated and in the way it is produced. And the same rules of simplicity, brevity, and graphic illustration which apply to consumer instruction books apply just as forcefully here. Even sales correspondence manuals, if they are to be of maximum effectiveness, must be easy to use and so indexed that the answers to any problems may be referred to quickly.

5. HOUSE ORGANS AND BULLETINS

An integral part of practically every sales promotional program is some sort of company periodical. Various referred to as "house organs," "house magazines," "salesmen's, dealers', or employees' bulletins"—they all have certain definite characteristics in common:

- a. They are issued at regular weekly, monthly, bimonthly, or quarterly intervals.
- b. They appear in substantially the same format issue after issue, thereby building up cumulative recognition value and continuing reader interest.
- c. They make use of the editorial techniques that have been developed by newspaper and magazine publishers.
- d. They are literally business papers serving individual companies, comparable in purpose, preparation, and production to the general business papers serving individual industries, trades, or specialized groups.
- e. They are journals of news, information, inspiration, or instruction first and advertising media second if they are fulfilling their objectives; in other words, their first responsibility is to their readers because the advertising value of a periodical is in direct proportion to its reader-interest.

External and Internal Company Periodicals: For convenience, company periodicals are customarily divided into two major groups, both of which represent sales promotional functions: *Internal house organs* circulating inside an organization to its own salesmen, its own branch, district or divisional office people, its own employees and their families, and its own stockholders; and *external house organs* circulating outside an organization to owners and users, dealers and distributors, suppliers, community leaders, libraries, schools and colleges, selected prospects, and anyone else whose good will toward the company is considered an asset.

In actual practice there is often considerable overlapping between these two major groups, as many of the best-edited house organs are of broad enough general interest to be worth distributing both internally and externally. And even house organs whose primary purpose is to reach outside audiences should be pretty freely circulated inside the organization; if it is a sales publication, for instance, certainly the entire sales force should know what is going into it; and if it is a good-will and institutional publication, all personnel—sales, office, and production alike—will benefit by reading it regularly.

Four Principal House Organ Formats: While successful house organs have been prepared in almost every conceivable size, shape, and style that can be printed or processed, the great ma-

Importance of Selecting the Right Editor: It is a truism that a house organ is no better than its editor and a corollary that an editor is primarily a journalist rather than an advertising man, a salesman, a personnel man, or a sales executive—or, of course, their feminine equivalents. That doesn't mean that persons with these other qualifications can't also be capable and experienced journalists, but it does mean that if one of them is selected to edit his company's house organ, the selection must be based on his ability as an editor and not on his record in advertising, sales, or personnel work. Editing a house organ is a many-sided job consisting of either writing or selecting manuscripts of greatest interest to a particular group of readers; cutting, adding, revising, and getting them in shape for publication; obtaining the best illustrative materials to present them most interestingly; writing headlines and captions for them; and bringing out successive issues which have both variety and balance. The results of an editor's work speak for themselves and the extent of his ability is apparent in the success of his publication. A professional editor usually knows through instinct, training, and experience what his readers' interests are, but if he doesn't, he knows how to find out.

What Readers Want: Reader preferences in house organ contents naturally vary according to lines of business, types of publications, and classes of audiences, but surveys of various groups have revealed certain averages of response which are helpful in the selection of editorial material. The following subject listings for both internal and external house organs indicate the general order of preference:

I. INTERNAL HOUSE ORGANS:

a. FOR SALESMEN:

1. Experiences of Salesmen, reported by 51 per cent of total concerns.
2. Personal News Items, reported by 19 per cent.
3. Inspirational, reported by 11 per cent.
4. Salesmen's Standings, reported by 4 per cent.
5. Service, reported by 3 per cent.
6. Home Office Cooperation, reported by 2 per cent.
7. Users' Experiences, reported by 2 per cent.

b. FOR EMPLOYEES:

1. Personal News Items, reported by 38 per cent.
2. Organization News, reported by 18 per cent.
3. Human-Interest Stories, reported by 9 per cent.
4. Welfare, reported by 9 per cent.

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b. FOR EMPLOYEES (Cont.)

5. Semihumorous, reported by 8 per cent.
6. Technical Articles, reported by 8 per cent.
7. Educational, reported by 5 per cent.
8. Inspirational, reported by 5 per cent.

II. EXTERNAL HOUSE ORGANS:

a. FOR OWNERS OR USERS:

1. How to Use the Product, reported by 36 per cent.
2. Testimonials and Stories About Well-Known Users, reported by 31 per cent.
3. Human Interest Stories, reported by 15 per cent.
4. Market and Trade News, reported by 5 per cent.

b. FOR DISTRIBUTORS AND DEALERS:

1. Merchandising Plans and Methods, reported by 22 per cent.
2. Reports of Dealers' Experiences, reported by 20 per cent.
3. General News, reported by 16 per cent.
4. Technical, reported by 12 per cent.
5. Educational, reported by 9 per cent.
6. Human Interest, reported by 9 per cent.
7. Personal News Items, reported by 5 per cent.
8. Inspirational, reported by 3 per cent.
9. Service, reported by 2 per cent.
10. Humorous, reported by 2 per cent.

c. FOR JOBBERS' AND DEALERS' SALESMEN:

1. Sales and Merchandising Methods, reported by 41 per cent.
2. Stories of Individual Success, reported by 29 per cent.
3. Inspirational, reported by 10 per cent.
4. Testimonials from Other Salesmen, reported by 10 per cent.
5. Personal Experiences, reported by 3 per cent.
6. Sales Contests, reported by 3 per cent.
7. Service, reported by 2 per cent.

How Users Appraise House Organ Results: While there are notable exceptions, relatively few house organs make any attempt to get direct returns in the form of inquiries or orders. Any voluntary response from readers is expressed in terms of occasional "Letters to the Editor" which are welcomed more as interesting contributions for that department of the paper than as an accurate index of reader interest. Unlike other sales promotional pieces sent out in general mailings for specific order- or inquiry-getting purposes, house organ results are difficult to appraise. Consequently, readership studies have been undertaken by a number of companies and several formulas developed for determining how many readers an external house organ may have.

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An unusual mail survey plan was conducted some time ago among the readers of the Socony company magazine, *The Compass*. The following letter went out from the research offices, accompanied by the two self-addressed Government post cards reproduced on page 248

ALFRED POLITZ RESEARCH, INC

400 Madison Avenue, New York 17, N. Y.

Dear Sir

We act as the research agent for Socony-Vacuum Oil Company, Inc. The Marine Sales Department of this company publishes a magazine entitled "The Compass" which has been coming to you or your organization with the compliments of the marketers of Gargoyle Marine Oils.

"The Compass" is not intended to compete with specialized trade papers and magazines which are devoted to the marine field. Its objective is to bring stories of the world's ships and the shipping industry to those whose livelihood and interests are related to the sea. The Gargoyle Marine Oil marketers realized that their magazine must have definite interest, as well as informational value, if it is to accomplish its objective.

Since "The Compass" is intended and distributed wholly as a courtesy and is not sold, there is no measure of the magazine's popularity or lack of popularity. Therefore, we have been asked to find out what the people who get the magazine think of it. The company feels that if they attempted to get this information themselves, the answers might be influenced by politeness. In our undertaking we are in a position to ask those who give us an opinion that their names will never appear. The answers will remain in our office and only a statistical report will be given to our client. Putting the facts squarely before you is, we believe, the most intelligent approach, as it will enable you to appreciate the problem.

We would like to have you give us your opinion frankly, without any reservations. To avoid any undue burden on you, we are enclosing two return post cards on which there are five statements about "The Compass". You can use card A or card B, depending upon whether you receive "The Compass" as an individual or for an organization. Please return only one of them. Would you kindly put an 'X' behind the statement or statements that best describes your reactions or the reactions of your organization. If your time permits you to comment on the problem yourself, we will be very thankful for any additional statement you may want to make. But even if you only mark an X or X's, it will be of great help.

Sincerely yours,

ALFRED POLITZ RESEARCH, INC.

Socony engaged an outside research organization to make a survey of reader interest in its house publication, The Compass.

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A (For your individual opinions)

1. I don't know anything about the magazine "The Compass". ☐
2. The intention of "The Compass" may be good, but I don't read it. ☐
3. I read "The Compass" once in a while ☐
4. I read "The Compass" rather regularly ☐
5. "The Compass" is interesting enough to make me want to receive it in the future ☐
6. Your position or job _
7. Comment, if you wish

B (For opinions of your organization)

1. We don't know anything about the magazine "The Compass" ☐
2. The intention of "The Compass" may be good but no one here reads it ☐
3. To the best of your knowledge, about how many persons in your organization read "The Compass" once in a while?
4. About how many persons read "The Compass" rather regularly?
5. "The Compass" is interesting enough to make us want to receive it in the future ☐
6. Type of organization
7. Comment, if you wish

The two return cards enclosed with the Politz letter reproduced on page 247. The high return was largely because only 10 questions were asked—5 on each card. Too many questionnaires misfire because they ask too many questions.

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cent of those replying stated that they had adapted ideas, art work, editorials, and copy from *Good Impressions*. The publication is a quarterly, and 60 per cent of the replies favored having it issued 6, 12, or as many times a year "as you can keep up the present standard." Three out of four said that they specified Mead paper of the brands promoted in the house organ as a direct result.

In another Mead test of readership the company made a free offer of general interest and close application to the paper business; it offered a free tree! The offer wasn't displayed and it appeared inconspicuously on an inside page along with a business reply card, but the results were astonishing. Out of a circulation of 11,500, requests for free trees amounted to 4,017. Handling the shipments turned out to be a whole lot more than the company had bargained for, due to the limited time during the spring and fall when trees can be shipped; the necessary damp moss, moisture-proof paper, and 3-inch diameter cylinders for shipping them; and unexpected Japanese beetle regulations; but it found out about house organ readership. Commenting on the experience, Allen Converse of the Gray and Rogers Advertising Agency, editor of *Good Impressions*, interpreted the results in the light of the readership chart of the Manischewitz Company. "There is an article on how to estimate the readership of your house organ," Mr. Converse reported, "and it says, 'Offer them an article of this sort.' It has a table worked out, and for an item under 5 cents—and our tree costs 3½ cents—you multiply the returns by 12 and that gives you the readership. On that basis we have 48,000 readers for a magazine of 11,500 circulation!"

User and Consumer Magazines: Some house organs have proved so effective as a means of promoting sales that they have grown into full-scale publishing projects. It is estimated that automobile manufacturers alone, in a typical year, published nearly 20 million copies of magazines designed to increase user satisfaction with cars which they have purchased, and thus prepare the ground for users to buy the same make of car when they are ready to trade in their old one.

Some companies have their internal advertising staffs edit and publish the external magazine; others depend on advertising agencies or special publishing services. As might be expected, such publications appear and disappear, publishing policy being determined in each company by annual sales, budgets, and customer response.



The Art Directors Club of Philadelphia awarded a gold medal to this Bell Telephone Company publication, The Call. The summer issue of the magazine appropriately featured a seasonal subject, perfectly planned in tone, mood, and composition to produce a warmly-human effect.

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International House Organs: The effectiveness of external company magazines in helping to establish new markets overseas has been illustrated many times, notably by such concerns as Coca-Cola, United Fruit, and others doing considerable business through foreign branches or associates.

Some of these publications are published in English only, others in the language of the country to which they are sent, and still others are bilingual—English and one foreign language—or even multilingual (as English-French-Spanish).

Especially noteworthy are the foreign-language company periodicals published by some of the American petroleum-products companies operating abroad. An executive for one of these companies said recently, "Our overseas magazines have been doing an educational job for us which we could not have accomplished through any other form of sales promotion."

6. CATALOGS AND PRICE LISTS

While the catalog in most selling operations is too important to be classified as a sales promotional device, it very often is a key piece in promoting the sale of a product by mail or through salesmen. Because of its over-all importance, and the investment involved, it has been treated separately in this HANDBOOK.

7. PORTFOLIOS AND SALES PRESENTATIONS

The use of this type of sales promotional literature is limited largely to salesmen's operations. They are sometimes made a part of a promotional campaign, as in the case of portfolios for use of dealers and dealers' salesmen, but to be really effective they require a salesman.

8. SAMPLES AND SPECIALTIES

Many sales executives contend, with sound reason, that it is desirable in promoting a product or service to put something into the hands of a prospective buyer which he can see and feel. The swatches and samples sent out by mills and merchants in the textile and paper fields are but one example of the use of samples in sales promotion. There are many others. Where the product does not lend itself to sampling, specialties demonstrating what a product does are employed. Both samples and specialties are being used more and more extensively as competition becomes keener, and their use has been treated at some length in other sections of this HANDBOOK.

9. REPRINTS AND PUBLICITY RELEASES

As publicity, like public relations, becomes more and more widely recognized as a sales promotional function, the importance of correlating publicity releases and editorial and advertising reprints with the over-all sales promotional program increases proportionately. A high percentage of the literature distributed as direct mail takes the form of news stories to the editors of newspapers, magazines, farm papers, and business and professional journals; of news photos; of feature articles or material to furnish the basis for individually written feature articles; of reprints of news and feature stories that have already appeared; of material for salesmen, dealers, and distributors to furnish their local newspapers and radio stations; of reprints and preprints of advertisements and advertising campaigns, with stories about them for the publications to carry as business news if they wish to do so. Once begun, an intelligently planned publicity campaign, tied in with other sales promotional literature, keeps refueling itself. Items of real interest in the newspapers are picked up by the radio news commentators and grow into requests for follow-up stories or for magazine and business paper feature articles, which in turn provide the material for reprint mailings. At almost every stage of the sales promotional program opportunities crop up for intensifying its effectiveness with well-handled publicity.

Several precautions, however, need to be observed in planning a publicity operation:

- a. As is the case with house organs and, to a certain extent, book and booklet preparation, publicity is an editorial rather than an advertising function and should be under the direction of trained newspaper reporters or magazine writers with an understanding of what the public wants and a knowledge of how to present it professionally.
- b. The releases should be limited to items of real news or feature material of recognized human interest value. Enough events are actually happening in most organizations to provide timely news, and there are enough remarkable people, unusual processes, dramatic pictures, and other extraordinary side lights in a business to be uncovered by alert publicity people who are really digging for stories, so that there will be no need for resorting to trumped-up news or padded, overcolored features.
- c. Too much material should not be sent to the same editors and commentators too frequently. Even if it is all good, there is a limit to the amount of space or time that can be devoted to one company, and a sound publicity program is organized to cultivate different fields at different periods. No company can afford to acquire a reputation as an inveterate publicity seeker.

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- d. All material submitted for publication should be prepared according to the accepted editorial technique of the publication to which it is submitted. In the case of news stories, opinions, interpretations, and editorializing are avoided; sources of information are cited; copy conforms to standard news style; photographs are glossy prints with complete captions attached.

BUSINESS NEWS RELEASE



from THE DARTNELL CORPORATION, Business Research Publishers

FOR IMMEDIATE RELEASE

Contact: Edward L. Throm

4660 Ravenswood Ave
Chicago, Illinois 60640
Phone 561-4000
(Area Code 312)
Marilyn French

FORMER SECRETARY NOW COMPANY PR DIRECTOR

Marilyn French, 7247 North Osceola Avenue, Chicago, has been named director of public relations for The Dartnell Corporation, business research publishers, 4660 North Ravenswood Avenue, a firm for which she began work as a secretary-typist.

William Harrison Petridge, Dartnell's president, said the appointment was another step in the company's program of expanding its services to the business community. Miss French will publicize new Dartnell activities which include a full-fledged list of trade books for business men, subscription management services, news letters from specific business and professional areas, a series of seminars on current business problems, an encyclopedia of business terms and techniques, training films, and other projects on the planning board.

Miss French will continue to edit, in addition to her new duties, the semi-monthly bulletin for office women entitled, "From Nine to Five," and "Customer Contacts," another bulletin for the guidance of retail clerks and other public-contact employees.

When Miss French began her career with Dartnell in 1944 as a secretary to a staff editor, she had little idea of the honors (and hard work) which lay ahead. Subsequently she became secretary to a former company president, then a desk editor for the magazine, American Business, and later an editor

(more)

Dartnell used this human interest story as the platform for emphasizing an expansion program for its various publications and business services. If the commercial side of a news story is not overdone, editors will have little objection to discreet plugging of company or products so long as it develops naturally.

Most published magazine and business paper articles and many newspaper stories about a company deserve reprinting and distributing at least among its own employees and salesmen, and probably among its dealers and customers. Most people are human enough to take what a company says about itself with a grain of salt but to accept without reservation what an outside agency says about it, especially if that agency has prestige.

10. WINDOW AND STORE DISPLAYS

Companies manufacturing products which are sold through most of the retail outlets in their fields—drug, grocery, hardware, and electrical stores; barber and beauty shops; garages and service stations—handle their display campaigns on as large a scale as their outdoor advertising, car card, or even publication or radio advertising campaigns. However, the efficient operation of window and store display programs is so closely connected with the merchandising activities of salesmen, and is so dependent on their support for its success, that it becomes an important responsibility of the sales promotion department.

As pieces of sales promotional literature, displays involve the same problems of planning, creation, production, distribution, and use that are common to all the other classifications covered. They usually come out of the same sales promotional budget, and are correlated with all the other ramifications of the program, their particular niche being, of course, the establishment of point-of-sale contacts which frequently is the final factor in completing the sale begun by some other activity. There are so many varieties of window, counter, floor, and wall displays, with such variations in cost, materials, and methods of construction that they cannot be as conveniently classified as other types of literature, but they are an indispensable part of the sales promotional picture in most dealer campaigns.

Another practical reason for having the sales promotion department responsible for window and store displays is that modern marketing campaigns make much use of identifying themes, slogans, symbols, cartoon characters, logotypes, etc. It is often important, also, that color schemes be the same in all aspects of a sales promotion effort. The sales promotion department, therefore, should have the decision-making authority over all window and in-store displays in order that the desired consistency of approach can be maintained.

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V. Literature for Intensifying the Advertising

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Pub- licity Releases	10 Window and Store Displays
To distribute copies of news- paper, magazine, and busi- ness paper advertising to salesmen and the trade		X	X	X	X		X		X	
To tie up local advertising with national advertising	X	X	X	X					X	X
To give radio and television advertising visual printed support		X	X	X	X			X	X	X
To convert advertising inquiries into sales	X	X	X	X		X		X		
To teach salesmen and dis- tributors how to merchan- dise the advertising to dealers		X	X	X	X		X			
To teach dealers how to capitalize on the advertising through local direct-mail campaigns	X	X	X	X	X					
To stimulate inquiries by offering informative book- lets, folders, and premiums	X	X	X	X	X	X		X		
To engage the merchandising cooperation of newspapers, magazines, radio stations, poster plants, etc.	X	X	X						X	
To reproduce advertisements and posters for point-of- purchase display purposes			X				X			X
To follow up dealers about inquiries	X	X								
To gather facts, testimonials, etc., to use in advertising	X	X	X							
To supply mats, proofs, copy, electrotypes, etc., for dealers' tie-up advertising		X	X	X	X		X	X		

VI. Literature for Broadening the Market

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolio and Presentations	8 Samples and Specialties	9 Reprints, Pub- licity Releases	10 Window and Store Displays
To obtain direct orders from territories not covered by salesmen	X	X	X	X		X		X		
To make possible the intensive cultivation of weak territories	X	X	X	X		X		X	X	X
To develop new types of buyers		X	X	X	X			X		
To reach new buyers and executives in the organizations of present customers and prospects	X	X	X	X	X	X				
To reach various members of buying committees who control purchases	X	X	X	X	X	X	X	X		
To go over the heads of buyers and reach "the man higher up"		X	X	X	X	X		X		
To develop a steady source of names from salesmen, dealers, etc., to be added to the permanent mailing lists	X	X	X		X					
To keep lists constantly up to date	X	X	X							
To provide for the efficient distribution of catalogs and other mailing pieces	X	X	X				X			
To make market surveys to determine the course of future sales and advertising expansion	X	X	X	X						
To facilitate the conducting of test campaigns on an inexpensive scale	X	X	X	X		X		X		X
To get the product specified or recommended as "standard"		X	X	X		X	X	X		

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worked out by the person or persons responsible for producing sales promotional results. This responsibility may be centered in any one of the following groups or may be shared by them all:

1. The sales department.
2. The sales promotional department.
3. The advertising department.
4. The advertising agency.
5. The service printer.
6. The sales promotion or direct-mail consultant.

The Advertising Agency Viewpoint: Many general agencies subscribe to the opinion that their facilities are keyed to the mass media like newspapers, magazines, radio, television, and so on, and that the planning and preparation of sales promotional literature is better handled by the client, either through its own organization or in cooperation with other outside agencies specializing in that specific activity. There are several reasons for this attitude on the part of advertising agencies, one of which was cited before a national convention of the Direct Mail Advertising Association by W. S. McLain of Fuller & Smith & Ross, Inc. Speaking primarily of the direct-mail aspects of sales promotional literature Mr. McLain said:

To me, direct mail's first original weakness is the fact that it is usually eliminated from the annual budget of a manufacturing or business concern. I don't know why this is true. I sometimes think that we in the general agency business don't do as much selling on direct mail as we should. Our own particular organization, I believe, has done a very effective job in direct mail. We started out primarily as an industrial advertising agency, and developed into quite an extensive consumer goods advertising business. Even we don't take adequate advantage of direct mail, particularly at the point where the budget is being made up.

Why Some Agencies Concentrate on Sales Promotion: Among advertising agencies which have been active in the direct-mail and other sales promotional problems of their clients' businesses, the fact that this specialization has enabled them to integrate all the different media to their own and their clients' advantage seems to be the point of greatest importance. Julian P. Brodie of the New York agency of Green-Brodie has stated:

Almost every advertiser uses printed promotion to advantage. It seems to us that no conscientious advertising agency can or does evade its responsibility to serve clients in this field simply because the field is more challenging and hence treacherous. We have found the rewards commensurate with the risks. By taking the trouble to study the medium and explore its many opportunities, we find we can produce certain results that are otherwise unattainable. Most of all, perhaps, we have thereby been enabled to offer clients a well-rounded program to integrate the direct advertising with the other phases of the client's campaigning and not

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set him adrift to fumble and experiment on his own. We think it is a more complicated medium than any other. But that's all the more reason for thinking that it is part of the agency's job!

Cases of agency participation in sales promotional campaigns which produced outstanding results for clients were reported by the president of the advertising agency. In 8 years the Woman's Institute of Scranton, Pennsylvania, as an illustration, sold \$12 million worth of home study courses to develop it into the largest women's education institute in the world. Another campaign helped Harry and David of Bear Creek, Oregon, build the first business of selling fruit by mail, thus pioneering an idea which has since become a national industry. "Through direct mail and coupon advertising," the agency head told a conference, "we helped Richard Hudnut make the DuBarry Success Course the most popular of all methods for personal improvement. In 8 years, 10 per cent of all the women in the United States between the ages of 15 and 60 had requested information on this course. By direct mail exclusively, more than 10 per cent of those inquiring had been sold. That means that, at one time, 1 per cent of all the women in the United States had taken or were taking the DuBarry Success Course and each was sold by direct mail. That proves its power."

Why Many Companies Prepare Their Own Literature: While these and a number of other advertising agencies are both willing and able to shoulder many of the sales promotional responsibilities of clients, and while there are a few creative printers and qualified sales promotion consultants who do a good job of handling parts of campaigns, most companies depend on their own resources for nearly all the planning and a large share of the creation of their sales promotion. Where the volume of work is not great enough to require the services of a sales promotional staff, members of the advertising or sales departments who possess the necessary sales promotional talents are delegated to handle it. The ideal arrangement is the maintenance of a separate sales promotion department, whose duties are clearly differentiated from those of the sales department on one hand and the advertising department on the other. In many cases, even though the advertising department works with a capable and experienced agency, the sales promotion department draws on other sources when in need of outside assistance. Whether his organization is large or small, one individual should assume the

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responsibilities of "sales promotion manager," if not the title.

The objectives of all three departments—sales, sales promotion, and advertising—are the same, but they are arrived at in different ways. The abilities required to plan and produce a general advertising campaign are not the same as are required to plan and produce sales promotional literature or to operate a sales force. Each department is allotted its share of the total appropriation set aside for business development, but must work out its own solutions to the best methods of spending it, keeping in mind the best interests of the other departments and working in close cooperation with them.

PLANNING PROCEDURES

When it comes to the question of determining specifically which pieces of literature to schedule for a sales promotion program, the answer depends on the program's basic objectives. Each individual piece of literature is planned to accomplish some one of the following six objectives; each sales promotional program is planned to accomplish any or all of them. The six objectives for which sales promotional literature is used are:

1. For supporting the salesmen.
2. For strengthening dealer relations.
3. For intensifying the advertising.
4. For holding old customers.
5. For winning new customers.
6. For broadening the market.

The selection of literature for any of these six objectives is further affected by such additional considerations as whether it is promoting the company itself or the company's products or services; whether it is promoting one product or a line of products; whether the price is high or low; whether purchases are regular or spasmodic, frequent or infrequent; whether the product is a necessity, a luxury, or a convenience; whether it is used by many people or by a few. These and related factors help narrow down the choice of pieces by dictating how many and what kind will be required to do the whole job, how often they will need to be issued, how much copy and illustration will need to be provided for, what quantities will be involved, how much cost the budget will stand.

As has been noted, each of the 10 major classifications of sales promotional literature previously described possesses certain

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definite advantages and limitations which govern its suitability under these different conditions. Based on their comparative qualifications for performing certain kinds of jobs, charts have been prepared to show which literature classifications have been found effective in all the different functions making up each of the six basic sales promotional objectives listed.

LITERATURE THAT SUPPORTS THE SALESMEN

Companies operating their own sales forces use promotional literature to support their salesmen in several different ways. Some of it is directed to the salesmen themselves as a means of training them, giving them information about their products and the best ways of selling them, and inspiring them to put forth their best efforts; sales manuals, sales training course booklets, contest materials, house organs, and bulletins are examples.

Another kind is the literature that is furnished for them to use as selling aids in their everyday work; it consists of printed evidence for showing to buyers, visual sales presentations and portfolios, handout pieces for them to leave with prospects, and various forms of sample literature and specialties to create good will among all the people on whom they call.

Still another class of literature is that mailed out by the home office to make the salesman's work of selling easier; pieces that pave the way for his calls, that keep buyers reminded of him between calls, and that follow up the calls he has already made can be of tremendous help in getting interviews.

All these uses of sales promotional literature in supporting the sales force are covered more thoroughly in an accompanying chart. Together they represent one of the most powerful uses for printed pieces in the whole promotional program.

Promotion Material That Opens Doors for Equitable Life Agents: Consistently an award winner for its sales promotion material, the Equitable Life Assurance Society of the United States uses a variety of tested promotion ideas and methods to help its agents make sales.

The Equitable agent's enthusiasm for the sales aids in his kit is kept up by the periodic receipt of new sales pieces for all of his markets.

Equitable promotion ranges all the way from premium stuffers sent to policyholders, and direct mail cards and letters for new prospects, through to complete proposals; and from simple

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"package" presentations to elaborate kits containing many pieces for a particular market or unique policy.

Among the many such promotions used, two of the most effective were a complete sales kit service and the "package" presentations of specific policies.

Sales kits directed at many markets are used by new and experienced agents alike, but by their very nature are an ideal sales training medium. The makeup of a kit includes instruction sheets, prospecting and selling hints, preapproach material, visual sales presentations, a suggested sales talk, and materials to be used in closing the sale. New kits are prepared every year.

The "package" presentations are a series of booklets showing cost projections at various ages for the most popular policies. With the booklet, an agent is able to present his entire sales story by referring to a single page.

Backing the agent's individual sales efforts is a national advertising program concentrated in the big-circulation magazines. To obtain maximum results from the advertising, a comprehensive merchandising campaign is conducted. Agents receive reprints of ads for distribution to prospects; sales aids are tied in with the ad schedule; and devices such as posters and displays reproducing the current ads are widely used.

Interest in the advertising program is further developed and maintained by frequent reminders in Equitable's field magazine and by mailing direct to the agent media promotion pieces.

Essential to the success of the Equitable's sales promotion and advertising program are continuing market research and field testing of sales aids, as well as a close tie-in of promotion efforts with other agent activities, such as training and campaigns.

Experience of Reliance Life and Lumbermens Mutual: Like Equitable Life, most insurance companies have found sales promotional literature a very effective means of getting leads for salesmen, of following them up, and of making interviews more productive. According to the director of sales training of one of the major life insurance companies, even the largest insurance companies, which use newspaper, magazine, and radio advertising for prestige and institutional purposes, devote at least 25 per cent of their budgets to supporting literature. In the average company the appropriation for literature goes as high as 50 to 90 per cent, he states, and in his own company it is 30 per cent, which is spent largely as a preapproach to a salesman's

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call; it helps to sell the interviewer rather than to sell the insurance itself.

One interesting plan, used by Reliance Life, totaled more than a million individual mailings for salesmen within 4 years after its introduction. It operated in this way: The salesman made up a list of from 25 to 100 prospect names and addresses from city directories, club directories, telephone books, new home owners, and other sources, and sent it in to the home office. The company then sent a multigraphed letter by first-class mail to those names and enclosed a booklet describing the seven basic needs for life insurance. With the booklet went a reply card listing the seven basic needs and asking the prospect to check the one he was most interested in and also to give his exact date of birth and his occupation. A business reply envelope was enclosed for him to use in mailing the card.

To stimulate replies the letter offered the inducement of a genuine leather memorandum book with the prospect's name imprinted in gold. If he sent in the card, the company made up the memorandum book and sent it, with the reply card, to the salesman who submitted his name. The salesman then delivered the books as the opening wedge for his interview.

How successfully the plan operated is shown in a comparison of the results between newspaper advertising and literature mailings. One year the company conducted a newspaper campaign which included coupons for getting inquiries and, at a cost of \$60,000, produced 10,500 inquiries from prospects who bought \$1½ million of life insurance. One year's operation of the prospecting plan, on the other hand, cost only \$30,000 but produced 16,700 inquiries—6,200 more inquiries at half the cost. From the 16,700 inquiries, sales of life insurance reached between \$12 million and \$13 million, which the company attributed entirely to the mailings.

The greatly increased ratio of sales to inquiries from the literature mailings is accounted for by the much higher quality of leads. "We have found from experience that if we get over 10 per cent returns, we are getting quantity and not quality leads," an officer explained. "The returns we get run about 5 to 6 per cent. If we get over 10 per cent we begin to worry, but if we get less than 4 per cent we begin to worry too. As long as returns stay between 4 and 10 per cent we think that everything is all right."

The Reliance Life program was also unusual in that the salesmen not only instigated the mailings but also paid for them. The

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company charged each salesman \$5 for each 150 letter-booklet-and-reply-form mailings sent out to his prospect lists, including the postage. There was also a bonus arrangement in effect whereby the man who sold a certain amount of insurance from his 150 letters was given free another 150 as his bonus.

The Lumbermens Mutual Casualty Company is another of the many insurance companies which has found literature to be the backbone of a successful agent's sales promotional program. The company makes available to all agents information on how to set up a promotional program and supplies them with the brochures, folders, broadsides, mailing cards, and visual selling presentations to use in their own campaigns. It advocates that they make a practice of using an enclosure with every piece of mail they send out for any purpose.

Why Salesmen Need to Select Their Own Names: One of the important reasons the promotional literature of insurance companies produces such high returns is that the names of prospects are selected by the salesmen. Some of the dangers of supplying salesmen with names of prospects obtained from less selective general mailings or from newspaper and magazine advertisements were cited in a talk by J. S. McCullough, sales promotion and advertising manager of The Yale & Towne Manufacturing Company, at a Direct Mail Advertising Association convention. Mr. McCullough made the point that literature mailings which produce inquiry cards to the tune of 20, 10, or even 5 per cent may look exceedingly good, from a results standpoint, to the inside promotional staff who prepared and mailed them, but exceedingly bad to the outside salesman who receives those cards and is expected to follow them up. Relating the case of the salesman who put in a long-distance call to ask the home office what to do about a big pile of inquiry cards that just landed on his desk and would take 2 solid months to follow up, Mr. McCullough asked his audience: "Do you know what results you should expect? What is your sales or results potential? What is your sales quota in a specific market or territory? What percentage of the actual business does your product enjoy in a specific market? If you get a sizable inquiry return, is your sales coverage sufficient to cash in properly on your inquiry return or is your campaign geared to follow up inquiries by mail until a proper sales call can be made?"

A salesman who travels long distances to follow up inquiries only to find that the inquirers could never buy the product or

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even influence its purchase soon loses interest in salesmen's support literature. A few calls on referred prospects who couldn't possibly use his product because of the nature of their businesses will sour a salesman on the whole campaign.

Referring primarily to the industrial field Mr. McCullough concluded, "Probably the best method of selection is to make the local representative responsible for his own list. The local man knows more about his own territory, its potential market, the types of business in it, the application of his product and the big purchasing factors in most plants. He must be given every possible assistance in keeping in action on his lists, because that is where a terrific loss occurs."

How United States Steel Gets Salesmen's Cooperation: Another industrial concern which is especially careful to avoid referring unlikely inquiries to salesmen is the United States Steel Corporation. Its well-integrated plan for maintaining contact with thousands of prospects by mail is designed to accomplish three things: (1) Provide thorough market coverage of individuals who influence sales; (2) conserve sales representatives' time for actual selling; and (3) reinforce the advertising and other promotional efforts in specific channels as need arises.

While all promotional mailings go out from the home office, the letters which are to accompany them are localized to the extent of being signed by the appropriate district sales manager. Prospects receiving them, therefore, see that they come from their own or nearby cities rather than from far-away Pittsburgh and from men whom they probably know either personally or by reputation. It isn't practical to go further and sign individual salesmen's names to the letters, but the company sees to it that copies of all mailing pieces go to the individual salesman, with a red imprint giving the date of the mailing and the list to which it was sent, and that the salesman receives his copy before the mailing reaches his customers and prospects. Realizing that salesmen find nothing more annoying than to have customers refer to something from the home office about which they know nothing, United States Steel bends every effort toward having its salesmen pull for, rather than against, its literature-mailing program.

Film Salesmen Save Time Through Using Literature: One of the most consistent users of sales promotional literature in the motion-picture industry has devised many unique pieces to assist its salesmen in presenting new movies to exhibitors. One

of them was a big broadside used both for mailing and for salesmen's distribution which was so constructed that, in addition to selling the picture to exhibitors, it could be retained to provide part of their lobby displays. It could be converted into a poster, a set of photographs, a die-cut hanger or a streamer. With variations, this same idea was kept in use a long time after it was first proposed by an Ohio theater manager in a display idea contest which drew over a thousand entries.

The sales promotion manager of this company believes that unusual literature like this paves the way for fieldmen and delivers the kind of sales talk to local exhibitors that only a top-notch salesman could approach. The salesmen support the promotion program solidly because they say it eliminates cold calls and lessens their work by cutting down the time they spend with each exhibitor, enabling them to cover their lists faster and increasing the number of exhibitors they can see.

Literature Makes Calls for Johnson's Wax When Salesmen Can't: Since 1886 S. C. Johnson & Son, Inc., has manufactured a long line of industrial waxes, many of which are applied in such thin coatings that the firms using them buy too little to justify the expense of salesmen's calls. Those accounts which the salesmen in the territory can't afford to call on because of the small size of the orders are reached through a combination of sales promotional literature, business paper advertising, and radio and television features.

The literature itself is extremely simple, usually employing some special "gadget letter" device as a means of getting attention. In order to identify these comparatively unknown industrial waxes with the widely known Johnson's Wax which is advertised to the general public, the standard company letterhead is used to convey the mailings. The promotional theme is the increased sales appeal of an industrial product with a wax finish. For that reason each piece goes to the sales manager of a firm as well as to those directly responsible for purchasing; in fact, mailings usually reach at least four individuals in a firm at regular intervals—and still amount to only a fraction of what it would cost the salesman to make a single call.

Literature That Substitutes for Samples: Like so many other manufacturers of equipment that is far too big and bulky for salesmen to show as samples, the R. K. LeBlond Machine Tool Company solved the problem of introducing its Regal metal working lathe by means of printed literature instead. The litera-

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ture also was required to take the place of floor models for distributors, who couldn't carry complete lines because of the capital tied up on low turnover items.

Since the Regal is a lathe specifically adapted to finishing the rubber rolls used in the printing trades by printers, paper mills, printing press manufacturers, and the manufacturers of the rubber rolls themselves, a series of three mailing pieces was prepared to reach the 5,000 likeliest prospects in those fields. The first two pieces, which took the form of simple self-mail folders with one fold comprising a reply card, went to the entire list; the third mailing went to only a hand-picked thousand names from the original list.

Actual inquiries from the three mailings amounted to less than 10 per cent, but the ratio of sales to production costs of approximately 100 to 1 was considered so successful that the company formulated a continuous promotional campaign consisting of additional literature, a small amount of business paper advertising, and publicity on other machines in its line. It also revamped and revitalized its monthly news letter called *Sales News* which goes to its domestic and international distributor organizations as well as the industrial bulletins which are mailed out periodically to prospect and customer lists. The LeBlond company's experience provides a typical example of the way initial promotional ventures, conceived on a small scale as the solution to a particular sales problem, sometimes lead to the formulation of diversified campaigns requiring a variety of literature pieces.

STRENGTHENING DEALER RELATIONS

Products sold through dealers and distributors are promoted by special kinds of literature which supply merchandising assistance both by giving these retail and wholesale outlets helpful ideas and suggestions on successful selling methods and by furnishing the selling materials for them, in turn, to mail out to their own customers and prospects, or to use in their stores and showrooms. Producing literature for dealers' use is only half the promotional program; the other half is showing them how to use it properly and get maximum results from it. Putting these two halves together forms the basis for most dealer campaigns.

Direct-Mail Instruction for Culligan Dealers: An unusually complete and informative dealer instruction book was prepared by Culligan, Inc., to tell the whole story of "Direct Mail: Your

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Direct Route to Prospects for Culligan Service." It was an 8½-by 11-inch booklet of 24 pages and cover, and its thoroughness was indicated by its chapter headings and subheadings:

PART 1—The role that direct mail plays in your promotion program:

- Direct mail offers you 6 important advantages.
- Direct mail as the primary medium. (4 uses.)
- Direct mail as a basic medium. (5 uses.)
- Direct mail as an occasional medium. (4 uses.)

PART 2—How to develop productive direct-mail lists:

- General lists.
- Selected lists.
- Using the lists.
- Checking your lists.

PART 3—Selecting the proper material for your mailings:

- Local identification sticker and/or imprinting.
- Rate card.
- Postage-paid reply card.
- Service folder or form booklet.
- Reprints and/or letter.
- Selection and classification of material:
 - Your own literature.
 - Testimonial type literature.

PART 4—Helpful hints for handling direct mail:

- First class vs. third class.
- Third class mail requirements.
- Third class rates and regulations.
- How to get a permit.
- Postal rates effective January 1.
- Mechanical equipment can help you handle your Culligan program. (With pictures, descriptions, and prices of Master Addresser, Class 700 Addressograph, Multipost Stamp Affixer, Elliott Addresserette, Weber Addressing Machine, and Pitney-Bowes Postage Metering Machine.)

PART 5—How to make a direct-mail program fit your particular needs:

- Have a planned program.
- Make many repeated mailings.
- Timing your mailings.
- Your choice of material.
- Costs of the program.
- Typical timetable.

PART 6—Direct mail gets results—the case history of a Culligan dealer:

- Sixty-six new customers for Carl Leonard.
- The cost: \$4.84 per customer.

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Each subject is handled clearly, simply, and as briefly as completeness will permit, and a full understanding of the contents enables any dealer to operate every phase of a professional direct-mail campaign. Several features are especially noteworthy because they illustrate novel ways of handling problems which are common to all dealer instructions on direct-mail procedure. One is the listing of 16 separate reprints of magazine articles under the "Testimonial Type Literature" section and the recommendation that dealers use them to supplement their own and the company's literature; another is the mailing timetable; still another is the manner of presenting the sources of lists.

Mailing List Information for Sylvania Dealers: "A direct-mail campaign with a carefully accumulated list of television owners in their territory is the best answer to the TV serviceman's problem of keeping in contact with the people in his trading area," stated *The Sylvania News*, house organ for its dealers, in an article on the importance of keeping mailing lists in first-class condition. Here again the suggestions for compiling and maintaining lists are of such wide general application that they deserve the careful study of all sales promotion people who handle dealer literature. The sources of lists recommended to Sylvania dealers were as follows:

Customer Lists: Satisfied customers are chief assets and should be included often. They can also give the names of other interested parties.

Directories: Both city and telephone directories are address-indexed. City directories are usually available in libraries and some drug stores. Telephone directories can be rented from the company for a small fee.

Public Records: Official, hence usually very accurate. Access to most costs nothing. They include: Voter's registrations, city tax lists, license and permit records, county clerk's records, county tax lists, and income tax lists.

Local Postmaster: Can yield names for mailing list and many sound suggestions for correct mailing procedures, as well as the service of checking your list for the charge of 1 cent per name.

Membership Lists: Local churches, clubs, lodges, and other social groups.

Purchased Lists: In addition to the regular sources lists can sometimes be rented from noncompeting retailers.

Other Tradespeople: Mailmen, milkmen, and newspaper carriers are usually the first to know when families move in or out. Their friendship can be very helpful.

Personal Contact: Telephone solicitation and house-to-house canvassing can be done by high-school students at the rate of so much per name.

Advertising: The offer of catalogs, premiums, etc., on the return of a coupon through other mediums will add names to the list.

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Clippings: Clipping bureaus can supply news of moves, marriages, or deaths in your market area. Personal reading can supply much of this information also.

List Maintenance: Most of the preceding methods will keep a list accurate, but direct mail can be automatically self-correcting. Using Form 3547 on every third-class mailing will secure the new addresses of those who have moved at the rate of 3 cents per name received. When names are recorded incorrectly, misspelled, bear wrong initials or wrong titles your mailing to that group does more harm than good. If the list is incomplete, skipping several residents on each sheet, good prospects, and subsequent sales are missed.

What Is Wrong with Dealer Literature? Vitally important as good mailing lists are in determining the success or failure of dealer mail campaigns, equally important is the literature manufacturers furnish for those campaigns. The retailer's side of the story as presented by Miss Nan Findlow, advertising manager of the L. Bamberger & Co. department store in Newark, New Jersey, is that much of the promotional material sent to retail stores by manufacturers is so unsuited for the job, so elaborate without cause, or so poor in quality that it winds up in the paper baler without being read or used by the retailer.

As Bamberger's is a large store which not only prepares a great deal of literature of its own but receives an even greater volume from manufacturers, Miss Findlow's conclusions are based on observations of dealer literature from all angles. Pointing out that the present trend of manufacturers is to make promotion kits as large, expensive, and bulky as possible, she advises them to pay less attention to the kits and more to the caliber of the promotional material they contain. She believes that mailing pieces for retailers should be divided into two groups—large and small outlets—because the larger stores with their own art, copy, and production facilities for preparing literature cannot or will not use the mats, imprinted pieces, and other ready-made promotions that are sent to the smaller stores without those facilities. Another fault of manufacturers in sending out their promotional kits, especially to department stores, is that they frequently are not addressed to the right people. Miss Findlow contends lists should be corrected to contain the full name and title of all the key people concerned with promotion in each retail outlet, including the general merchandise manager, divisional merchandise managers, advertising managers, copywriter, and fashion coordinator. Dealer literature can be promoted by mail to large as well as small stores, but it must be done in a different way.

Other Evidences of Waste by Dealers: That much direct advertising material provided by manufacturers as dealer aids

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shows a very poor batting average was the opinion expressed by Edwin F. Thayer, former publisher of the advertising journal, *Tide*, in commenting on the evidence produced in that magazine's "Continuing Report on Direct-Mail."

"This is not necessarily a reflection of the quality of the material produced," he stated. "Rather it indicates that smaller retailers in particular do not take advantage of the promotional material at their disposal, either through ignorance, lack of interest or the sheer pressures of running a small business. Many of these so-called dealer helps are not used or, even worse, are misused.

"In a recent study among hardware dealers, for example, it was found that the vast bulk of promotional literature supplied to them merely gets stacked on the counters. The reason for this, apparently, is that it would cost money to do it any other way. When the dealers were asked, 'Which method of distribution of literature do you favor?' virtually all selected the least expensive one, which explains why most of their promotional effort is aimed at the present customers while not much effort is being made to find and interest new customers.

"Thus, unwillingness to invest money in advertising, or just not knowing how to use a manufacturer's promotional aids, has lost for these retailers a large share of the potential value of the material. It would indicate that money spent for the education of dealers on how to use these aids to real advantage would be money well spent, even if it had to come out of the product promotion budget."

A Successful Use of Manufacturer's Literature: Really aggressive retail merchandisers, on the other hand, have built up successful businesses through the use of the dealer literature furnished by manufacturers. An outstanding example is the store of Garver Brothers, which sold over \$1 million worth of goods a year in the small town of Strasburg, Ohio, which had a population of only 1,305. Beginning years ago with the aid of handbills to build up mailing lists for the farm areas in a radius of 15 to 25 miles, Garver Brothers attracted shoppers from cities like Canton, 18 miles away, with a much larger population and several big department stores of its own. The store had no art department and used no agency. It got whatever art work it needed from advertising services and its mats and literature from manufacturers. Its lists were all gathered from school district correspondents hired to send in data on newcomers to each district, names of persons who did not trade at Garver's,

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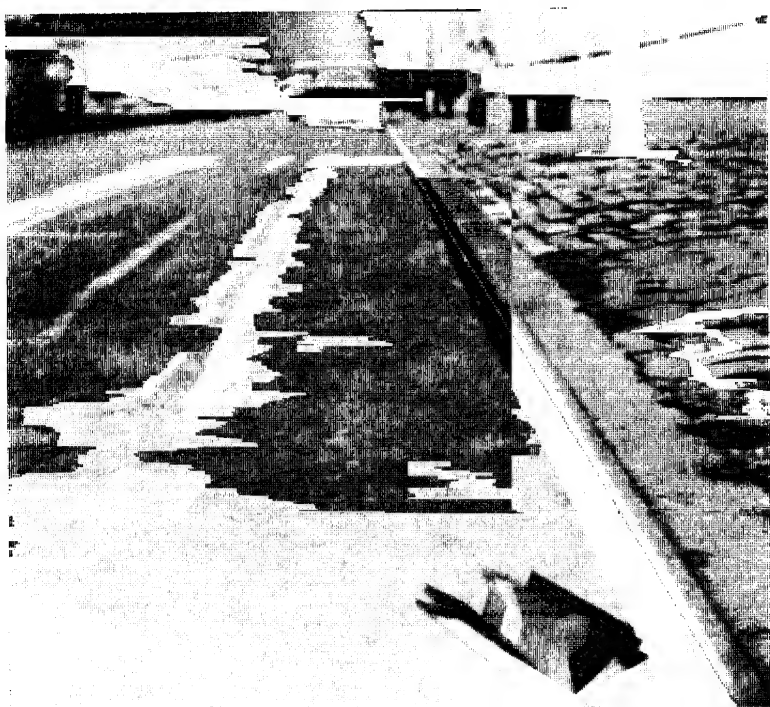
names of those planning to build new homes, etc. Letters were sent to people about to be married, to parents of newborn babies, and to everyone who was known to have experienced an important event. The effects of this form of mail promotion are apparent in the results.

How to delight 63 million



...women
(18 years and older)

An interesting and intriguing headline is used in this four-page folder produced by American Can Company to promote the use of Pull-Tape coffee cans.



The most expensive mailing you can make...

... is the one that ends up in the gutter. So when you have something to say, something to tell, be sure you select the paper that commands respect. An OXFORD PAPER. Why take a chance with anything less than the best? LASTING IMPRESSIONS BEGIN WITH

**OXFORD
PAPERS** 

This picture appeared in space and direct mail ads for the Oxford Paper Company. The Direct Advertisers Association awarded it first prize for the most spectacular direct mail campaign.

Indicating how the selection of specific pieces for a dealer promotional campaign requires constant study, continuing experimentation, and occasional change, Servel tentatively added a pocket-size magazine, *The Homemaker's Digest*, to its already established program of standard envelope stuffers, line folders, and broadsides. It was made available to sales outlets for mailing to customers and prospects and, as a starter, 100,000 copies were ordered. Published quarterly, the magazine contained articles

digested from leading women's magazines and original articles on gas service and gas appliances presented in a colorful modern format. Dealers immediately found the magazine the answer to their needs. At the time of the *Digest's* introduction there were serious gas shortages in various parts of the country and the magazine gave dealers something to send out during a period when out-and-out product promotion might not have been welcomed. According to Mr. Hewson, it won them good will and friendship, and helped to establish and hold consumers' preference for Servel refrigerators and other gas appliances until the time when they, the dealers, could actively promote them. Orders for the magazine started coming in at such a rate that the company had to double and redouble its paper and printing orders. Within a year dealers were using 1,500,000 copies. The new piece supplemented other promotional literature.

How Promotional Costs Are Shared with Dealers: Every program involving dealers' use of literature prepared and furnished by manufacturers gives rise to the problem of how the costs shall be apportioned between them. While there are some cases in which the manufacturer assumes the whole burden, and others in which the dealer pays practically the entire freight, the usual present-day practice is for them to work out some equitable basis of sharing the costs.

In considering this subject, the *how* is less difficult to describe than the *when*. A manufacturer may find that his dealers will gladly cooperate in some types of promotions and not in others; the market—or general economic conditions—change, and they do a complete flipflop. Now they will accept a cost-sharing plan for what they rejected before, and reject what they previously accepted.

Such fluctuations in willingness to accept a share of promotional costs are as impossible to prognosticate as the general economy is; more than one company has gained acceptance of a promotion-cost-sharing plan, only to find that a swing in the local or national economy has frustrated the plans completely.

Nevertheless, there is some profit in studying what other companies have done—provided the reader will remember that the *when* is as important as the *how* in getting dealer cost-sharing promotions under way.

A Plan Used by an Oil Chain: One of the major oil companies, knowing that there is less waste of promotional literature when

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each piece costs the dealer a little something than when it is all provided by the company, has experimented with various plans for securing dealer-cost-sharing cooperation.

After considerable experimentation, it was found that the best results were obtained, under normal economic conditions, when the oil company carried 50 per cent of the cost and the dealer the other half. Under this plan, the company would secure the dealer's agreement to the promotion before work was started on it. Unless a sufficient number of dealers to make the promotion worth while were signed up, promotion was not produced.

Promotion plans were presented to the dealers, by the company's representatives, in rough-draft form, and low-pressure selling was used to gain dealer acceptance and participation. If the dealer didn't come along enthusiastically, the company representative gave him an easy out, and moved on to the next man. In this way, what promotions were produced were promoted by the dealer with greater willingness and confidence than if he felt he had been pressured into agreeing to the plan. Each company salesman was given careful instructions prior to his call on the dealers with his promotion kit.

Iron Fireman's "Credit Balance" Plan: A plan which was used successfully by the Iron Fireman Manufacturing Company was based on unit sales. Dale Wylie, Iron Fireman director of advertising and sales promotion, described the plan as follows:

"Every time the company forwards to a dealer a unit of domestic equipment like a home stoker, gas or oil burner, coal furnace, etc., it adds at the bottom of the invoice the net sum of \$1.25 which is marked direct-mail charge; if it is a commercial or industrial unit, the charge is \$2.50. This direct-mail charge gives the dealer a credit balance entitling him to five complete three-piece direct-mail campaigns which will be mailed to any five prospects whose names and addresses he supplies. From there on the company handles all the details of the mailings and, as long as the dealer keeps on sending in his lists according to the number of units he sells, his campaign continues and increases automatically, the company is compensated in part for the preparation and distribution of the pieces, and the special direct-mail account set up for each dealer at the factory makes possible a broad and continuous sales promotional program.

"This service for dealers is an outgrowth of the procedure begun by the Iron Fireman company as far back as 1930. At that time it was supplying dealers with a wide assortment of sales

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literature, catalogs and folders, together with a series of sales letters signed by the dealer to accompany them in the mails. The various campaigns were collated in the home office, enclosed in stamped envelopes, and sent to the dealers for them to address and put in the mails. The only fault with the plan was that, as field men called on the dealers, they noticed that a large part of the campaign materials was under the dealers' counters gathering dust or that the envelopes had been opened and the literature used for purposes other than mailing according to schedule. Consequently, the company adopted its present policy of having the dealers write the names on prospect mailing list blanks and send them in, and then of doing the rest itself.

"In the case of a new dealer, there is, of course, no credit balance for mailings and he usually pays for the first mailings at the same rate of \$1.25 for each five domestic names and \$2.50 for each five industrial or commercial names. In other words, if he wants to start out with a list of, say, 100 names of each classification, he would pay \$25.00 for one classification and \$50.00 for the other. After he begins selling and as his sales build up, his promotional allowances accumulate and the volume of his mailings increases. The program is operated a little like an American plan hotel. We make no credit for 'meals missed.' The money is collected, and if the dealer doesn't use it, he loses the benefit of it. Many dealers have unused name balances that we work with them to put to use. Since the plan was put into operation, more than a million individual campaigns have been mailed out for dealers, which is considered remarkably high in such a specialized field."

Other Types of "Dealer" Promotion Plans: As noted above, dealer promotions are subject to enthusiastic acceptance, vehement disapproval, or reactions somewhere between these extremes to an extent which varies with changing conditions. However, consideration of a few additional plans may reveal adaptable elements.

While it often is not possible to determine definitely what such promotion plans produce in comparison with others, it has generally been observed that the dealers who are the largest users of the campaigns also sell the greatest volume—which may, of course, be due to the fact that such dealers are more aggressive merchants in the first place.

As a further example, the sales promotion department of a national radio network helps its "dealers" (the local independent

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radio stations, in promoting network programs at the local level by posters, mats, and other literature of uniform high quality; and of producing direct-mail promotional pieces to sell advertising time for stations owned by the network and, to a lesser degree, for independent station affiliates.

The reasons for this policy, according to the sales promotion manager, are: "Since a large part of our audience is made up of advertising men, we must plan our promotion to be as different from the average run of advertising as is possible. We find that direct mail offers the following advantages in achieving this end: (1) Complete flexibility as to size and shape; (2) control over printing processes, paper stocks, and colors; and (3) choice of the time of impression."

Likewise, one of the major airlines keeps travel agents all over the country and in many foreign countries well supplied with descriptive literature and factual information about places of interest. The sales promotion manager has enumerated the special kinds of literature useful for this purpose:

"New timetables are distributed each month to keep our 'dealers,' the travel agents, posted on current flight schedules; descriptive folders to point up the attractions of various interesting places and to show how easy and convenient it is to get there by our lines; brochures to tell of the advantages of various services to speed delivery, reduce inventory stock, widen market area for perishable products. Travel agents are very important to us, and we treat them as any manufacturer would treat his dealers."

LITERATURE TO ACCENT THE ADVERTISING

At almost every stage in the operation of an advertising campaign results can be strengthened by the proper application of sales promotional literature. Advertisers who use newspapers, magazines, radio, TV, or outdoor advertising to reach consumers, and business papers to reach the trade, supplement them with printed pieces to increase the effectiveness of both. Sales promotion is the force that brings buyer and seller together. A few of the types of pieces regularly used to tie in with the following advertising media are:

Magazine Advertising: Reprints of advertisements for store display; merchandising portfolios for salesmen; local direct-mail tie-ups for dealers; booklets for answering inquiries; letters to jobbers and chain stores.

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Newspaper Advertising: Localized direct-mail campaigns for simultaneous mailing; blow-ups of advertisements; books of newspaper cuts and mats for dealer use; letters to retail outlets preceding appearance of advertisements.

Radio and TV Advertising: Post card campaigns to reach dealers on program dates; printed photographs and other paper premiums for inquirers; folders for salesmen and jobbers showing station coverage; display tie-ups with programs.

Outdoor Advertising: Envelope stuffers and miniature reproductions of posters on blotters and poster stamps; letters soliciting merchandising cooperation of local poster plants; "road maps" spotting poster showings in different localities.

Car Card Advertising: Special letterheads and printed specialties featuring car card designs; miniature blotter car cards; combination broadsides-and-posters for store display; four-page letters with cards reproduced on inside spreads.

Display Advertising: Package enclosures with merchandising tie-up; letter campaigns enlisting the support of jobbers' salesmen; broadsides promoting display contests; instruction literature on setting up store and window displays.

Business Paper Advertising: Reprints of advertisements for follow-up mailings; product and departmental letterheads for answering inquiries; booklets to be offered in advertisements; special packages for sampling; inserts for salesmen's portfolios.

How Western Electric Has Merchandised Buyer Advertising: One of the many national advertising campaigns of Western Electric affords an enlightening example of the sort of merchandising program that produces the fullest measure of sales results from inquiries that are developed.

In this campaign, for a hearing aid, advertisements appeared in a long list of general magazines including *Life*, *Saturday Evening Post*, *This Week*, *Better Homes & Gardens*, and many others. They were inserted in general magazines—although only 10 per cent of the population is hard of hearing and only 5 per cent actually needs hearing aids—because friends and the members of the families of hard-of-hearing persons are anxious to help them. Almost as many inquiries develop from helpful friends and relatives as from the patients themselves.

The program was described by a Western Electric promotion executive as follows:

"As soon as an inquiry from a magazine advertisement is received, a booklet and letter are sent out from Western Electric's head office in New York. The name of the inquirer is next forwarded to the local dealer who makes a personal call and then is placed on the dealer list for follow-up by mail. For this purpose the company furnishes its dealers a series of three folders and an 8-page booklet with accompanying letter. These pieces cost the dealer \$1.50 per thousand, with reply cards and envelopes

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being furnished free. The printed pieces are imprinted with the dealer's name and address but the letters must be processed by the local dealer on his own letterhead.

"Related steps in the tie-up campaign are: (1) Two suggested letters to local otologists and other physicians to tie up with regular advertising schedules in the general and specialists' medical journals; (2) free series of blotters and reply cards to be used both in these professional mailings and to consumers; (3) three suggested speeches for dealers to make at civic and social meetings; (4) displays for store counters and windows, ranging in cost from colorful plastic stands at \$6 each to paper decalcomanias at three for 25 cents; (5) a newspaper mat service for local newspaper advertising, the dealer receiving actual mats and ad proofs in a portfolio so that all he needs to do is contract for the space."

With variations according to kind of product, its cost, the number of dealers, the extent of the advertising campaign, and other factors, this is a program for intensifying the effect of consumer advertising that is followed by most successful advertisers. They leave no stones unturned in their efforts to get full value from their appropriations.

How SKF Industries Merchandised Trade Advertising: In launching a new industrial advertising campaign in a group of 62 trade publications serving a score of different fields, SKF Industries, Philadelphia manufacturer of ball bearings, simultaneously launched a new merchandising campaign to back up the advertising among its salesmen, distributors, and distributors' salesmen. Because the copy in the new advertisements not only provided information for purchasing engineers but also utilized diagrams, drawings, photographs, and the names of manufacturers who are SKF customers, the series formed the basis for excellent sales presentations as well as excellent advertising copy.

Accordingly, provisions were made for getting the new material to the sales organization as quickly as possible in the form of more than 100 sixty-page portfolios and 3,000 blow-ups of the advertisements. The jumbo reprints were mailed to the homes of company salesmen and distributors' salesmen, and were also posted on the bulletin boards of SKF factory buildings for employee information. The portfolios stressed the company slogan, "Engineered by SKF," which appeared on all literature, and the advertisement reprints themselves were enclosed in acetate envelopes for greater impressiveness and greater usefulness for

salesmen. Since each advertisement includes photographs of customers' equipment, with copy giving a case history of the equipment and the part SKF ball bearings play in it, the series actually constitutes an emphatic body of evidence and testimony which salesmen find of value above and beyond its tie-up with the trade paper advertising.

LITERATURE THAT HOLDS OLD CUSTOMERS

The pieces of sales promotional literature which do not have the holding of old customers as one of their objectives, subordinated though it may be, are few indeed. Some serve this purpose directly, as with the uses for the various classifications of promotional pieces charted on page 256. Others serve it indirectly, but it is difficult to conceive of a well-planned vehicle of sales promotion which would have the opposite effect. It will be noted that the classifications almost universally acceptable in sales promotional problems having to do with customer relations are the post card, the letter and enclosure mailing, the catalog or price list, and the house organ or bulletin. These constitute the great bulk of mail-order pieces, and it is the good will and continued patronage of old customers that is more indispensable in mail-order merchandising than in almost any other promotional activity. Customer lists are invariably many times more productive than prospect lists obtained from any other source, and one of the secrets of mail-order success is to keep working customer lists with new product offerings, or with the same offerings of products which are purchased frequently.

A Customer List That Grew Into a Mail-Order Business: Typical of the start of many successful mail-order businesses is the experience of Webb Young, Trader, which became a mail-order house when its founder sent out a small catalog to the out-of-town customers who had visited his Curio Shop in Santa Fe, New Mexico, and left their names in the guest book. These people had originally bought Indian silver; pottery; blankets; and native-woven, mountain-made neckties, if they bought anything at all; some of them had browsed around only as shoppers. Nevertheless, when Webb Young sent out his first mailing to this list it pulled surprisingly well—or at least the necktie line did—to an extent, in fact, that paid for the entire cost of the catalog. Thereafter the success of the venture was assured even though the other lines were soon dropped and it concentrated on

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the sale of neckties. Mailings are made regularly in March, April, September, and October, centering around special illustrated letters of both timely and topical interest and an October "Round-Up" catalog. In a little more than 10 years the volume grew from 5,000 neckties to over 200,000. Samples of materials are enclosed and the copy stresses their richness of pattern and color.

The same promotional techniques that have proved so successful in this and countless other mail-order businesses are equally effective in the customer relations programs of retail stores and, at the consumer level, of manufacturers of many different kinds of products. In addition, they are useful in reviving inactive accounts by determining the cause of the inactivity, reclassifying those accounts into prospect groups, and instituting special campaigns for restoring them to active status.

LITERATURE FOR WINNING NEW CUSTOMERS

As in the case of literature for holding old customers, most literature is also designed with the objective in mind of winning new customers either directly or indirectly, for after all the only ways of increasing business are to make more sales to present customers on the one hand, or to enlarge the number of customers on the other. Sales promotional measures which exert pressure through salesmen, through retailers, or through merchandise advertising still operate in one of these two directions. Certain types of literature, however, are better adapted than others to the task of selling direct or influencing sales to new customers.

Literature Helps Sell Even Aircraft: The part played by sales promotion literature in the sales of such equipment as Boeing's million-dollar Stratocruisers and other similar equipment emphasizes the point that even the most expensive products are helped by such literature. Illustrated brochures carrying black-and-white and full-color photographs are prepared for the information of both operating and purchasing aviation personnel. The preparation of the pieces on the Stratoliner began while the plane was still on the drafting board and continued even after the sale had been completed. Publications which convey working information to the operating and maintenance men who actually use the planes were as impressively presented as the strictly selling literature, and they covered every phase of flying and servicing them, to assure the recipient that the Stratocruiser met the qualifications demanded of his particular department.

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Service guides were published monthly by the Service Department of the Engineering Division for some 4,000 civilian and military agencies in the aviation field, such as the air line companies, top officials of the Civil Aeronautics Administration, the Air Force and Navy, and prospective individual and industrial purchasers both in this country and abroad. While Boeing does some general advertising, its list of actual prospective purchasers is so selective that promotional literature proves the ideal medium for reaching them.

How "Stop-It" Literature Got Fast Action: In introducing a new type of deodorant, the manufacturer of Stop-It revealed a remarkable example of the flexibility of printed promotion for capitalizing quickly on a merchandising opportunity. The revolutionary feature of Stop-It was a new squeezable thermoplastic bottle with built-in atomizer. It was first offered with a sale of 1,200 bottles at a Chicago department store which announced it inconspicuously in its regular newspaper space. When the 1,200 bottles were sold in 3 days, its manufacturers realized that they had a winner on their hands. What they did, consequently, was to prepare a broadside entitled, "Here's how Chicago department stores and newspapers launched a new and revolutionary atomizer," and send it out while the news was still hot with a personalized letter and a sample to every department store buyer and merchandise manager in the country. Summer mailings were then sent to the women's page editors of every daily newspaper, and to consumer and business magazines of every type which might conceivably be interested in the news. Next there were mailings to all drug store buying headquarters, to 20,000 independent drug stores, to men's stores, and beauty shop supply departments. Within a few weeks, through the medium of fast-action promotional pieces, word of Stop-It had penetrated the country's merchandising outlets to such an extent that more than 1 million bottles were sold the first year.

Selling Custom-Built Parts Without Benefit of Salesmen: The custom-fabrication of machine parts by a concern which makes nothing except on special order and obtains all its business by bidding on jobs would seem to make salesmen indispensable. Yet the firm of Kramer and Kramer in Los Angeles locates all its new business as a result of promotional mailings and handles all details by subsequent correspondence.

"What Can We Make for You?" is the standard heading on all the mailing pieces, and with spot drawings and short copy they

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proceed to give a complete picture of the company's ability to produce whatever new parts its prospects require. The literature goes to a list compiled from classified telephone directories, manufacturers' directories, chamber of commerce membership rosters, and lists of previous customers. It is addressed to design engineers, or to the men technically concerned with the purchase of machine parts who may be looking for bids on new parts, who may have new products in the planning stage, or may not be sure that a certain part can be machined to their own particular needs or specifications.

Following the success of the first experimental west coast mailing, national mailing pieces were prepared to show the range of parts made by Kramer and Kramer for different classifications of customers. As a result of the program, the plant has been kept operating at capacity in spite of the fact that no two jobs are ever exactly alike and seldom are even similar. Reply cards are frequently received over a period of many months after the mailings go out, indicating that many prospective customers keep the firm's literature on file until they have a production problem to solve.

SALES PROMOTION LITERATURE

II—Creation

THE creative stage in a sales promotional program starts where the planning stage leaves off, and covers all the intermediate operations between planning the individual pieces according to their objectives, schedules, costs, final production.

Planning is an executive function and many individuals in a company enter into its final outcome, including probably the president, and certainly the vice president responsible for sales, the sales manager, the advertising manager and, where the budget is concerned, the comptroller or treasurer. While the sales promotion manager is an active participant in the planning councils, sometimes even to the point of laying out the entire program and submitting it for consideration and approval, his is not the deciding voice.

Creation, on the other hand, is a specialized function requiring specialized talent, training, and experience; and in this field best results are obtained if responsibility is delegated to one individual and he is given a fairly free hand in preparing the literature outlined and authorized by what might be called the planning board. In general, creative ability is individualistic rather than a group enterprise.

The Two Primary Creative Functions: How far a sales promotion department can go toward a division of labor within its creative staff depends, of course, on the size of the company, the status of the department, and the volume of sales promotional literature it is responsible for preparing. Some departments consist of a single person, with or without a secretary or an assistant, who performs the duties of sales promotion manager

in his organization even though that may not be his title and he may be doubling in brass as sales manager, advertising manager, or something else. Other departments contain as many as 40 or 50 people and compare in size and specialized personnel with a medium-sized advertising agency; they are self-contained units maintaining a full staff of writers, editors, librarians, artists, photographers, production people, operators of office printing and addressing equipment, mailing room workers, etc., under the direction of a fully qualified sales promotion manager.

Regardless of the number of people in the department or the titles they may hold, however, there are two functions of creative sales promotional work which require the professional attention of talented experts. One is the function of originating the material that goes into a piece of literature; the other is the function of presenting that material in graphic form. The former generally comes under the direction of a copy chief; the latter under the direction of an art director. Sometimes one or the other of these two offices is assumed by the sales promotion manager himself; sometimes both of them are centered in the same individual, but even a one-man sales promotion department must possess both the ability to originate and the talent to present it if it is to operate as a creative entity.

What Sales Promotional Copy Includes: The old conception of "copy" as being limited strictly to the text of a piece is now replaced by a broader interpretation which considers as copy all the other ingredients of the piece from the original idea to the subjects for illustrations and, in fact, the complete organization of materials. Copy chiefs and copywriters, consequently, may more properly be defined as idea-and-copy men and women because their contributions toward the finished piece go much further than simply setting down the words; they originate the basic ideas and carry them all the way through to the point where they are ready for the art director to take over. Even when the idea is suggested to a copywriter by the sales promotion manager or copy chief, it is his responsibility to elaborate on it in pictures and captions, headings and subheadings, charts, graphs, tables, summaries, and other devices, as well as in text. It is only when handed a lay-out complete with idea, headline, illustrations, and supporting elements and instructed to fill in the space indicated for copy that he remains simply a copywriter.

Distinction Between Advertising and Editorial Copy: Of the 10 principal classifications of sales promotional literature outlined

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in the preceding section, the 3 devoted to booklets and brochures, house organs and bulletins, and publicity releases and reprints are better adapted to the editorial than to the advertising treatment. Editorial technique calls for a sustained style of writing and a restrained style of design, as contrasted with the condensed brevity of advertising copy and the frequent flamboyance of advertising display. The editorial approach, however, need not signify any lack of sales effectiveness or any justification for long, dull copy or drab, uninspired art. It gets its results by means of more completeness of detail and less pressure and emphasis, but it gets them just as surely. Both editorial and advertising techniques have their places in sales promotional literature, and company books, company magazines, and company news which take the form of booklets, house organs, and news stories and which follow the general style of standard books, magazines, and newspapers, provide the place for editorial expression. In fact, the usual reason for selecting these sales promotional media in the first place is because their jobs are those that cannot be satisfactorily handled through strictly advertising devices.

Modern editorial practice tends more and more toward visual presentation. Wherever information can be more clearly imparted by a picture or a graph or a diagram than by words alone, pictorial treatment is employed. Solid type pages or large blocks of straight text are just as objectionable in a sales promotional piece as in a general magazine—probably more so because most people must be intrigued into reading commercial literature, while they turn voluntarily to the popular periodicals. Competition for readers' time and attention demands that the presentation of any subject be interesting as well as informative, entertaining as well as educational.

While a few talented writers are equally proficient at either advertising or editorial writing, generally the two do not mix. Few advertising agencies, for instance, turn out acceptable publicity releases for their clients unless they have set up special departments for the purpose manned by newspaper and magazine writers who know how to take the advertising flavor out of editorial material. Good advertising-copywriters' whole training has been to use words as selling instruments, to inject sales appeal into their messages; with rare exceptions, they are unable to write from the objective viewpoint necessary to keep editorial copy free from the coloring and editorializing which make it objectionable to editors and readers alike. By the same token, the best house organ editors and publicity writers aren't ordi-

narily the best advertising copywriters because they haven't been specially trained in the necessity of putting their points across with brevity or in writing to sell; their copy is more informative than persuasive and sells more subtly than directly.

A Third Type of Sales Promotional Writing: In addition to the advertising and the editorial-writing talent needed in a well-rounded sales promotional department, there is a corresponding need for another specialized talent—that of letter writing. While a person who possesses writing ability of any kind can usually write a pretty good letter, for the kind of resultful sales letters demanded in sales promotional work only skilled letter writers with a natural knack for the medium or with a broad background of practice and experience can qualify.

If the department is large enough, then, its creative staff should include specialists in all three forms of sales promotional writing: Advertising, editorial, and letter writing. If it is a small department and most of the writing assignments fall on one person he should be a versatile writer with a flexible style adaptable to each of the three mediums of expression.

What Constitutes Good Sales Promotional Writing? There have been almost as many definitions of good copy and what it is expected to accomplish as there have been good copywriters. Different kinds of pieces require different styles of writing, as has been noted in the cases of letters and of house organs, booklets, and publicity releases. It makes a further difference in the copy approach whether a catalog or price list, a folder or broadside, a post card or self-mailer is a mail-order piece intended to produce actual orders or a direct-mail advertising piece intended to supply further information, get interviews for salesmen, or accomplish some other more indirect form of selling.

Good copy for one purpose, consequently, might be very poor copy for another, and even writers specializing in advertising, editorial, or letter copy need to have many variations of style and changes of pace. The best copy, obviously, is that which best performs the specific sales promotional job it sets out to do. Whether its purpose is to sell seeds or overalls by mail to people on farms and in small towns, or to acquaint a group of big-city allergists with a new method of therapy in cases of atropic dermatitis, good copy carries just the right degree of sales power—high- or low-pressure—to influence the recipient to do what the sales promotion writer wants him to do. Few generalities apply universally to all sales promotional writing, but

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the experiences of successful practitioners of the sales promotional art are helpful in sorting out those basic fundamentals which have the widest application.

How Time Has Used Special Copy for Special Groups: In selling subscriptions by mail to *Time*, *Life*, and *Fortune*, the experience of the circulation and advertising promotion departments of these publications emphasizes the importance of addressing individuals according to their particular interests. One circulation man once wrote a successful letter to nurses which began, quite truthfully: "My wife trained at Brooklyn Hospital." The same writer, again quite truthfully, began a letter to clergymen: "Reverend Sir—*Time's* Editor, *Time's* Managing Editor, *Time's* Religion Editor, and *Time's* Business Manager are all sons of ministers. And so am I."

Speaking before the Hundred Million Club of New York, some time ago, the then circulation promotion manager of the news magazine explained why this policy has proved effective. "We try to ask ourselves questions like these: 'What do the people who are getting this letter and our company have in common? What are our mutual interests? What are our mutual dislikes? What do we agree should and should not be done?' And we find, if we can answer these questions, it is not so hard to write a beginning for our letter that will immediately establish a common bond between our company and the people to whom we are writing. Of course, these are examples of letters in which you try to find your bond with the reader in his business or profession, and in advertising as well as circulation promotion we sometimes use this technique when we are using direct-mail advertising. For example, a mailing the advertising promotion department of *Time* sent recently to insurance men had the title: 'Some Names We Have in Common.' Through the die-cut in the cover the insurance man sees something with which he is very familiar—the Life Insurance Agency Management Association's own persistency rating chart showing the people on whom it is most profitable for insurance salesmen to focus most of their sales effort. We go on to show that this market is almost identical with *Time's* readership." Friendly relations are most quickly established by mention of interests held in common.

The speaker also pointed out that, while this formula doesn't invariably work out so successfully, it does in a large enough number of cases to make it worth trying. "Sometimes you can find a successful opening sentence in a reference to the geographic section where certain prospects live," he added. "We

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the necessity of doing so in terms of simplicity and quickly understandable ideas:

Copy that lilts like the song of a bird,
Or flows like a brook in the spring,
Syntax that sings—a joy to be heard—
I've found may not sell a darn thing.

But stuff that informs is simple and plain,
That says what it says and then stops,
Is often the reason that sales show the gain
That pays for the fine-written flops.

In similar vein William A. Temple wrote an article on "The Art of Using Words" for *Think*, house magazine of the International Business Machines Corporation, in which he said:

The majority of our English words as now spoken are of Anglo-Saxon origin. Generally they are our shorter, simpler words and have to do with everyday matters such as home, food, love, dare, like, hate, fear, etc. They express feelings and personal comfort, while our longer words, of Latin or Norman origin, are more apt to deal with matters of cold reason. Hence, to express oneself vividly, the Anglo-Saxon words are best. They evoke response more effectively. The longer words give rise to thought and call upon the reasoning powers, but they are less apt to move the hearer emotionally.

Postal Life's Successful Writing Formula: Howard Dana Shaw—the same "H. D. Shaw" whose signature has appeared on hundreds of thousands of mail-order letters from the Postal Life Insurance Company over a great number of years—undertook to construct what he called "a brief introductory set of rules for writing language of the result-getting kind instead of the information-conveying kind." Based on his own experience of more than 20 years, together with the tests and conclusions of many others, he incorporated it in these "Six Checking Points for Writing That Gets People to Do Things":

1. *Be Natural Instead of Literary.* Don't talk like a book; talk like a human. Watch out about being too pompous, too formal, too abstract, too preachy—too anything that makes people think you're a stiff-neck stuffy sort of a goon instead of a nice human kind of a guy. Don't strain to be grammatical. Shun the bookish words. We know that correct English is *not* important—ordinarily. We know that if you are writing to a professor of English good grammar is much more useful to getting your effect than if you are writing to a plumber. And we know that if you can be correct, and still follow other rules and sound human, it's best to be correct. The point is: Don't work at it too hard. If you sound stiff and literary, if your style seems strained in its attempt to be correct, if you write too many *to-whiches* and *to-whoms* instead of using prepositions to end sentences with, it's very bad. To quote Claude Hopkins, eminent merchandising authority of another generation: "To many, language and style are considered important. They are not. If fine writing is effective in any way, it is a detriment. It suggests an effort to sell. And every effort to sell creates corresponding resistance."

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Some copy reads hard. It doesn't seem to have any swing to it, no rhapsody. It's tedious and tiresome. The first thing you know, you drop the letter without feeling the least impressed. I like to think that we can visualize our typical prospect as a man or woman in a given income bracket with certain objectives in life and



Selling gold filled pen and pencil sets at \$15 requires the projection of a quality image and customer-satisfaction. A T Cross Company not only stressed the word reputation on a parchment scroll illustration against a background of quality store names, but used French fold parchment-type paper. The interior spread contained reproductions of actual letters from satisfied users.

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wants which we feel ourselves qualified to satisfy. Thus we attempt to write copy directed point blank at such people. I think I know hundreds of folks who are just like the prospects whom we picture as specifically belonging to us.

How Warner & Swasey Use Case History Copy: J. E. Craig, manager of advertising for The Warner & Swasey Company in Cleveland, has reported that the questions usually asked among sales promotion men regarding the advisability of using case histories in their copy are as follows:

1. Can you get as much variety into literature based on case histories as in other methods of presentation?
2. Aren't case histories very difficult to obtain?
3. How does one know where good performance stories exist, and what are all the particulars of securing complete data?
4. What about new products? Many concerns are now manufacturing post-war models or products new to industry. Can case histories be applied in these instances?
5. What about results from this type of direct mail?
6. How do customers feel about the use of their name in your advertising literature?

From his company's experience in using a great deal of this sort of material over a period of many years, he is convinced that favorable answers may be given to each of the six questions by any company which seriously goes about the problem of collecting material. He has found that they give greater rather than less variety to the campaign; that, while not easy to obtain, they are no harder than comparable good material obtained from other sources; and that results from both the company's and its customers' standpoints are highly favorable.

Related Problems of Editing and Proofreading: In business writing, as in every other form of writing, an essential requirement is the development of a standard, consistent style. Style consists of a lot of little things: How to punctuate; what rules to follow for capitalizing and abbreviating; when to spell out numbers and when to use numerals; how to handle such matters as titles, dates, geographical and political names, ages, etc. In short, under the heading of style come grammar, spelling, construction, and all-around good taste.

In the development of style, sales promotional writing has struck a medium between the informality of the daily newspaper and the formality of literary and scientific writing. Consisting of advertising copy, editorial writing for house organs and booklets, and letter writing, business literature has developed a style of its own; and an acceptable style for letter writing can serve equally well for the other forms. (For detailed rules of

style, see *U. S. Government Printing Office Style Manual*.) Regardless of which of several alternatives may be selected as the style to follow in certain specific cases, the one basic qualification of any style guide is consistency.

A copyreader, who edits copy before it is set in type, and a proofreader, who reads copy after it is set in type and checks the proof against the original, both need to acquire close familiarity with the rules of style as adopted for their particular purposes. Standard equipment for both jobs is an authoritative unabridged dictionary such as *Webster's New International*, and an accepted style guide such as *A Manual of Style*, published by the University Press of the University of Chicago. The dictionary proves indispensable for deciding questions about compounding and hyphenating words, dividing words at the end of type lines, checking spelling, and capitalizing. For arbitrary distinctions which need, nevertheless, authoritative verification, the style manual will supply a good supplementary reference.

Brief explanations of the importance of proper editing and proofreading are given on the following pages, together with the standard symbols for editing copy and reading proof. In some sales promotional departments, both jobs must of necessity be combined in a single person, and it is especially important for such a person to recognize the points of similarity and difference between the two.

Style is a qualification of make-up as well as of writing, especially in booklet, catalog, or house organ work where there are certain inviolable rules—such as, for instance, the dictate that all right-hand pages be odd-numbered and all left-hand pages even-numbered—which come within the province of the copyreader, proofreader, and makeup man or woman to check.

EDITING COPY:

In marking corrections on the typewritten copy that goes to the printers, the symbols are placed in the copy itself rather than in the margins as in marking proofs. This is to make it just as easy as possible for the compositor or the typesetting machine operator to follow along, word after word and line after line, without having to pause and, as they say, "chase the copy all over the page." Good editing considers the speed and accuracy of the typesetting.

The symbols for editing copy used in the specimen page (see page 303) speak a universal language in the printing trades. All compositors understand them, and their use saves time and eliminates misunderstandings. A wavy line under a word or phrase, for instance, always means to set that copy in bold-faced type. A straight line means to set it in italic type. Two lines mean small capitals; and three lines, regular capitals. In addition to editing the copy for spelling, grammar, punctuation, factual accuracy, and accepted style in such things as abbreviations, capitalization, use of numerals, etc., also mark clearly on each

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piece of copy the exact type specifications: The kind of type, the size, the amount of line spacing, and the width of the line. A typical type specification for a booklet page might be: "Set in Bodoni Book, 8 pt. on 10, 21 picas wide." That means, of course, that Bodoni Book has been decided on as the most suitable type face for the job, that it is to be set in the 8-pt. size with 2-pt. spacing between lines, and that the column width is 21 picas or 3½ inches.

In editing, failure to make all the necessary corrections in the copy or to give all the necessary instructions to the printers will only result in resetting and needless alterations, which waste both time and money. A little extra care and attention to the copy make a big difference in speeding up deliveries and in keeping down costs. In case of doubt, don't hesitate to consult your dictionary or style book. It's a whole lot easier to correct the copy than to correct the type.

READING PROOF:

In marking corrections on the type proofs, the symbols are placed in the margins with connecting lines showing exactly the place in the type where the corrections need to be made. And again the reason for doing it that way is for the convenience of the typesetter. He doesn't need to follow the proofs word for word and line for line the way he does the original copy. He is looking only for the alterations, and it is economical to make it as clear and as easy as possible for him to find them.

Assuming that the copy was well edited beforehand, what a proofreader is concerned with are the strictly mechanical errors: Misspellings, transpositions, wrong fonts, bad spacing, omissions, etc. Proofreading, though, gives a final chance to correct any errors that may have slipped through the copyreading. Mechanical errors are the typesetter's fault; errors in sense or in construction belong to whomever edited the copy.

Proofs are best read by a team of two: A proofreader and a copyholder. The latter reads the copy aloud, including punctuation and all other style specifications, while the former marks the corrections. If no copyholder is available it is important to refer to the original copy. Otherwise the proofreader might easily overlook omissions of words, sentences, or even complete paragraphs.

Another important thing to look for which can't be anticipated in the copyreading is the way words are divided at the ends of lines. Ligatures constitute another pitfall for proofreaders. For greater legibility and better letter-spacing where thin characters like "i's" and "l's" and "f's" are concerned, typographic usage dictates that certain combinations should be run together in a single type character rather than be set individually. Thus, such combinations as "fi," "fl," "ff," "ffi," etc., from single condensed characters, and the proofreader has to be careful that they don't appear as widely spaced individual characters.

COPY FITTING

One of the important items in the cost of producing sales promotional literature is "alterations." It is not uncommon, when copy has been so poorly prepared for the printer that considerable changes must be made after the copy has been set in type, for the cost of the alterations to be as much as it cost to set the copy in the first place. Since alterations, or author's corrections as they are sometimes called, are usually charged on a

COPYREADING MARKS

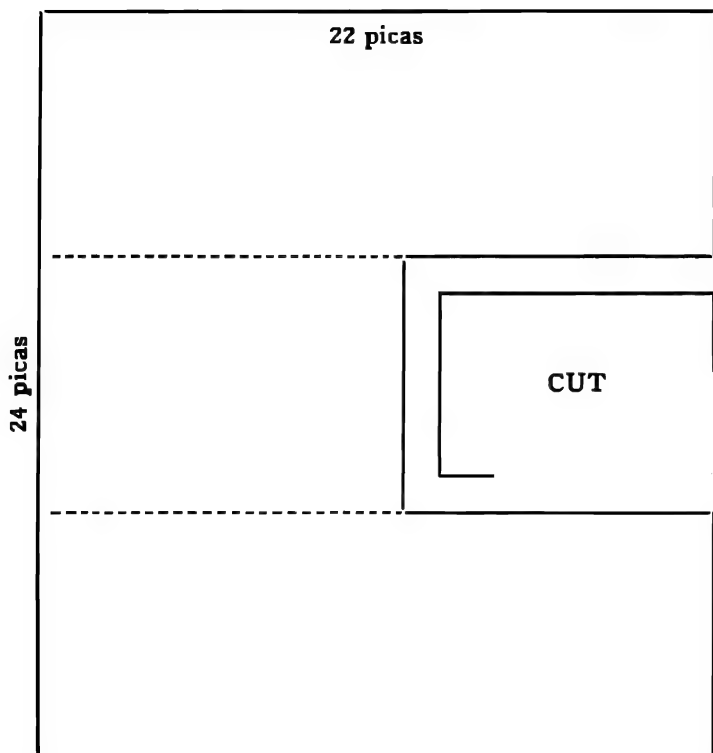
Symbols for editing copy according to the rules of style accepted for business writing. Correct editing reduces average costly alteration charges by more than half, and alterations account for 10 to 50 percent of most jobs.

ONE WORD	If our only yard stick of business profits is dol-
BOLD FACE	lars, and we measure our every activity by the noise
APOSTROPHE	it makes on the cash register, then I say, don't join
SEMICOLON	anything. Keep out of your trade associations; fight
LOWER CASE	shy of the local service clubs; have nothing to do
PERIOD	with executives organized on functional lines. In the
COMMA	first place, with such a philosophy, you probably won't
RESTORE	put much into these associations and you may be per-
RUN IN	fectly certain you won't take much out.
INSERT LETTER	It takes more than a dues to make a successful associa-
TRANSPOSE LETTER	tion. And you probably won't make many friends, for
OMIT WORD	people haven't much use for the man who joins for
HYPHEN	business first purposes. If you are that sort of bird,
INSERT WORD	stay at your desk. Keep your head buried in your papers.
ITALICS	<u>But don't blame anyone but yourself</u> if you and your
EXCLAMATION POINT	business soon die of hardening of the arteries!
PARAGRAPH	If, however, you measure profits by the friends you
OMIT LETTER	make as well as the money you bank; if you agree with
SMALL CAPS	<u>Theodore Roosevelt</u> that every man owes something to
QUOTES	his profession and are not satisfied to go through
DASH	life, taking all you can get, but giving nothing in re-
TWO WORDS	turn--then join at least one of your hometown's fel-
CAPITALIZE	lowship groups. after all, you know we are only on
SPELL OUT	this earth a few years. Most of us have but 20 years
NUMERAL	at best in the harness. Why not spend one per cent of
TRANSPOSE WORDS	those remaining years doing what we to can make this
QUESTION MARK	world a better place in which to live?

PROOFREADING MARKS

Symbols for correcting copy after it has been set in type, not to be confused with copyreading marks. Good proofreading checks the finished composition for three factors: Sense, typographical errors, faithful following of copy.

ⓓ	Dele, or delete: take R out.
Ⓢ	Letter reversed — turn.
*	Put in space.
⌒	Close up — no space.
eg *	Bad spacing; space more evenly.
wf	Wrong font: character of wrong size or style.
tr	Transpose.
¶	Make a new paragraph.
□	Indent; or, put in an em-quad space.
L	Carry to the left.
J	Carry to the right.
⌈	Elevate.
⌋	Depress.
x	Imperfect type — correct.
↓	Space shows between words — push down.
=	Straighten alignment.
stet	Restore or retain words crossed out.
-/-	Print (æ, fi, etc.) as a ligature.
out, see copy	Words are omitted from, or in, copy.
Ⓢ	Query to author: <u>Is this correct?</u>
caps	Put in capitals.
sc	Put in <u>SMALL CAPITALS</u> .
lc	Put in <u>LOWER CASE</u> .
rom	Put in <u>roman</u> type.
ital	Put in <u>italic</u> type.
bf	Put in <u>bold face</u> type.
Ⓢ	Insert period.
✓	Insert an apostrophe in proof readers marks.
-/-	Insert hyphen in printing office efficiency.
en-/-	Insert en dash between 1918 20.
em—	Insert em dash.



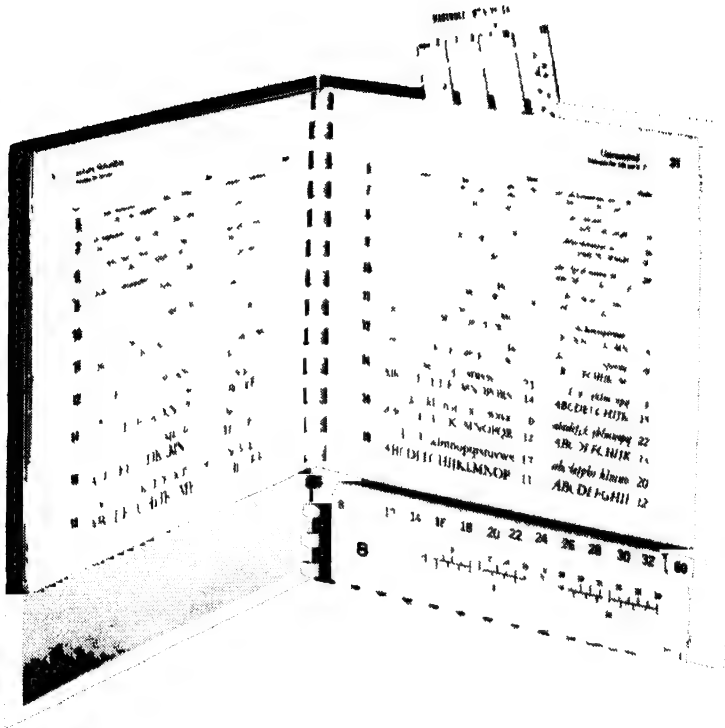
Run Arounds: How many characters will it take to fill the space, 22 by 24 picas, allowing for a cut 9 by 6 picas and a 1-pica border for three sides, if you want to use 8 point Bodoni? By measuring with a gauge, you will know that you want 12 lines 22 picas long, 12 lines 12 picas long, and 12 lines 22 picas long of 8 point Bodoni to fill this space. The table shows that each pica will use 3 characters, so set your typewriter to 66 characters and type 12 lines, then type 12 lines 36 (3 by 12) characters long, and finally type 12 lines 66 characters long, and your copy will run practically line for line when set in this type.

Suppose you have this manuscript typed as above: 12 lines of 66 characters (792), 12 lines of 36 characters (432), and 12 more lines of 66 characters (792), or $792+432+792=2016$ characters. Find the area of this space: 22×8 (176 square picas) plus 8×12 (96 square picas) plus 22×8 (176 square picas) $=448$ square picas

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Divide 2016 (total number of characters) by 448 (total number of square picas) \Rightarrow 4.5 Find this factor in the "square pica" table and read to the left and you find you must use 8 point solid

OTHER COPY-FITTING SYSTEMS



(Courtesy Haberule Company)

The space required for setting sales promotion copy in type may be determined accurately through the use of copy-fitting tools such as this. It includes specimen type faces, character-count scales and plastic type gauge.

The Roto-Typometer and the Copy Scale: A calculating device which enables the novice as well as the expert to cast up copy quickly and easily, and to determine the proper size and face of type in which to set a given job. The Copy Scale, a durable celluloid companion piece to the Roto-Typometer, simplifies counting the amount of copy in a page of typewritten matter.

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PDQ Copymeter and PDQ Printometer: With these two calculators, which work on the order of a slide rule, the measuring of type, copy, and photographs may be done automatically. They may also be used in fitting body type.

Hopper's Type Tables: This book includes five type tables, so arranged as to provide a quick solution, without calculation, of practically every copy-fitting problem. Table I gives pica width of 100 characters in any face or size of type; Table II gives the type faces of all sizes having the same "set," grouped together; Table III shows the number of characters that will set in a line of 100 picas; Table IV gives the average number of characters per line of any pica-width, for any "set"; and Table V is a reference table of half a thousand type faces.

Clason's Rapid Copy Fitter: This four-page copy fitter multiplies and divides and gives the answer in a few seconds. A celluloid rule is used in conjunction with the tables to show at a glance the measurement of a given piece of typewritten copy (elite or pica) or of type itself.

The Printers' Calculat: The Calculat consists of a broadside of Tables of Set Sizes, giving the body sizes of most of the type faces in ordinary use and a cardboard scale to be used with these tables containing the "set size," "pica measure," and "character."

Copy Fitting with the Slide Rule: As the title suggests, this little four-page folder gives clear and concise instructions for using the slide rule as a tool in copy fitting. With it, a fairly accurate count of the average number of type characters in pica measures may be obtained, or copy may be converted into lines of type, or type lines into pica depth, and so on.

STYLE CHART FOR SALES PROMOTION

Writing is not an exact science, and rigid rules to govern it are impractical. Most of the large publishing organizations and advertising agencies have their own style, and have developed their own rules for style. These are followed by their proof-readers. The most widely used style sheet (or book) is that of the United States Government Printing Office. Another popular style book is that of the University of Chicago Press. The following rules have been adapted from several such style books. The importance of clarity in expression and the need of facilitating the writing and handling of copy used in the promotion of sales is important since the use of a style sheet in preparing copy for the printer can save costly corrections after the copy has been set in type.

In advertising departments where a large volume of copy is produced and set into type, it is usual to furnish those engaged in production work with a mimeographed or planographed style sheet which can be inexpensively prepared. The Medill School of Journalism, Northwestern University, Chicago, has prepared a handy style book for the use of writers, which is offered for general distribution at 75 cents a copy. This will be found quite useful, as will the following Dartnell style sheet prepared by John L. Scott.

	Style:	Correct:	Not:
Addresses	Use numerals for all street addresses	1 Park Avenue	One Park Avenue
	Spell out and capitalize Street, Avenue, Place, Road, Boulevard, etc., when used as part of the name of a thoroughfare, and North, South, etc., in addresses. Abbreviate only when necessary to save space.	791 Oak Street 36 North Grand Avenue	791 Oak street or 791 Oak St. 36 N. Grand Avenue
	Spell out numbered streets of one or two numbers. (There is an exception in the case of New York City where the general practice is to use numerals with the suffixes, <i>st</i> , <i>nd</i> , <i>rd</i> and <i>th</i> .) Use numerals for streets over one hundred	23 Second Avenue 105 Thirty-third Street 950 West 133rd Street	23 2nd Avenue 105 33rd Street 950 West One Hundred and Thirty third Street
	Abbreviate names of states only in lists, signatures and bibliographical matter, and only when preceded by the name of a city. Never abbreviate Idaho, Iowa, Ohio, Maine or Utah	Detroit, Mich. Des Moines, Iowa Columbus, Ohio	A citizen of Mich Des Moines, Ia Columbus, O.
	Set off names of states with commas	Detroit, Michigan, is the Motor City.	Detroit, Michigan is the Motor City.
	Punctuate lists of names, cities and states with commas and semicolons	Walter Miller, San Francisco, California, Russell B. Jones, Portland, Oregon; etc.	Walter Miller, San Francisco, California, Russell B. Jones, Portland, Oregon, etc.
	Use a comma before <i>of</i> in connection with residence	Harold H. Mason, of 284 Clark Street, Chicago.	Harold H. Mason of 284 Clark Street, Chicago

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Ages	Always use figures to express age except at the beginning of sentences	He was 60 years old Twelve-year-old Robert White lives in New York	He was sixty years old 12-year-old Robert White lives in New York
	Ages may be spelled out when used informally in ordinary reading matter	Men between the ages of eighteen and thirty	Men between the ages of 18 and 30
Compound and Hyphenated Words	Style:	Correct:	
	Compound two or more words to express a unit idea or to avoid ambiguity	anyone forethought hearsay something onlooker everybody hereby	today tomorrow tonight moreover alongside newsprint cannot writeup makeup textbook upstate nowadays childlike
	Compound two nouns when one of them functions as a prefix or suffix	bookcase doorway landowner	copyholder airship penholder brickmaker birthplace
	Use a hyphen to join the elements of an improvised compound	T-shaped blue pencil high minded blue green make-believe	know-it-all know-nothing bell shape one-two pipe-line quick-fire saddle stitch short-change shell-shock milk-white
	Use a hyphen in adjectives formed of two or more words when they precede the nouns they modify, but not when they follow the nouns they modify	well known up-to-date so-called sales-building first-class widely-quoted	house to house black and-white twentieth-century matter-of-fact above-mentioned two party
	In general, use no hyphens with the following prefixes and suffixes	<i>a, after, age, anti, auto, by, co, counter, de, demi, ever, ex, extra, fold, grand, hood, holder, in, inter, intra, less, mid, mis, off, non, on, over, post, pro, re, semi, ship, some, sub, super, trans, tri, ultra, un, under, up, ward</i>	
	In general, use hyphens with the following prefixes and suffixes	<i>able-, brother-, cross-, elect, ex- (former), father great-, half-, -hand, mother-, open-, public quarter-, -rate, self-</i>	
	Style:	Correct:	Not:
Contractions and Omissions	Use apostrophe, without period or capital, to denote omission of letter or letters, contractions are not abbreviations	ass'n (contraction) Assn (abbreviated) I'm, don't	Ass'n, assn
	Use a series of periods (ellipses) to denote omission of part of a quotation	Date lines are set at the left side of the page	Date lines (etc.) are set at the left side of the page
	Use comma to denote omission of words	Mr Smith was elected president, Mr Jones, vice president	Mr Smith was elected president—Mr Jones vice president
Display Matter	Omit the period after headlines, captions and subheads	MORRIS ELECTED NEW MANAGER OF MOTOR COMPANY	MORRIS ELECTED NEW MANAGER OF MOTOR COMPANY
	Avoid abbreviations and excessive punctuation in display lines		MORRIS ELECTED MOTOR Co MGR or MORRIS PROMOTED— ELECTED MANAGER, AUTOMOBILE FIRM

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Display Matter (Cont.)	Omit the comma at the end of display lines, such as headings, running heads, box-heads, date lines, etc., and between months and year	<i>The Printing Art Quarterly</i> Formerly Printed Salesmanship November 1935	<i>The Printing Art Quarterly</i> Formerly Printed Salesmanship, November, 1935
Figures	In general, spell out numbers from one to nine, use figures for numbers above nine	There were only eight people present. There were 63 people present.	There were only eight people present. There were sixty-three people present.
	Abbreviate <i>number</i> before figures	No. 17	Number 17 or No. Seventeen
	Spell out round numbers	He asked for one thousand volunteers. Approximately two hundred	He asked for 1,000 volunteers. Approximately 200
	When beginning a sentence, spell out figures and abbreviations	One hundred and twenty-five books were sold. Number 18 was the winner.	125 books were sold. No. 18 was the winner.
	Use figures with <i>percent</i> , which is spelled as one word	10 percent	ten per cent, or 10 per cent.
	In sentences requiring more than one numeral, some below and some above nine, use figures for all	Sales amounted to 137 cars in April, 88 cars in May, and 225 cars in June. From 9 to 110	Sales amounted to 137 cars in April, eighty-eight cars in May, and 225 cars in June. From nine to 110
	When numerals, particularly capitalized Roman numerals, are preceded by nouns or abbreviations of nouns which indicate place in a sequence, use figures and capitals	Act II; Room 606; Part IV; Vol. III; Fig. 5	Act Two; room 606
	Use figures for scores, degrees of temperature, sums of money, telephone numbers, dimensions, weights, measures, etc., and do not abbreviate in regular reading matter	Iowa 19, Illinois 0 32 degrees \$12.50; 25 cents; \$10 Longbeach 4000 9 by 12 inches; 6 feet 1 inch 5 gallons, 3 quarts 2 pounds, 7 ounces	Iowa, 19; Illinois, nothing thirty-two degrees twelve dollars and fifty cents; 25c; \$10.00 Longbeach four thousand 9 x 12"; 6' 1" five gallons, three quarts 2 lbs., 7 oz.
	Spell out ordinal numerals of less than one hundred	second, sixtieth	2nd or 60th
	Use numerals with hyphens in unit modifiers	10-inch board; 5-gallon jug; 45-degree angle; 5-pound weight	ten inch board; five gallon jug; forty-five degree angle; five pound weight
	Spell out fractions in ordinary reading matter	two-thirds of a yard	2/3 of a yard
Foreign Words	Italicize foreign words and phrases appearing in English text except those words which, because of continued usage, are now incorporated in the English language, such as:	Alma Mater, apropos, attache, au revoir, bona fide, camouflage, clientele, consensus, debut, ensemble, fracas, motif, nom de plume, protocol, regime, subpoena, versus, vice versa	

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Foreign Words (Cont.)	In translations, quote the English equivalent of foreign words and phrases	<i>caveat emptor</i> , "let the purchaser beware"	
	Capitalize both proper nouns and proper adjectives in Latin and Dutch text; proper nouns but not adjectives in French, Italian, Spanish, Norwegian and Swedish text; and all nouns, both common and proper, but not adjectives, in German and Danish text	Nederland; Nederlandsche France; francaise Italia; italiani Espana; espanola Norge; norsk Sverige; svenska Deutschland; deutsch	nederlandsche Francaise Italiani Espanola Norsk Svenska Deutsch
	Capitalize the particle in French names, except when they are preceded by the Christian name or title	De Maupassant Jean de la Fontaine	de Maupassant Jean De La Fontaine
Proper Names	Do not abbreviate Christian names except in signatures when the form used by the signer is retained	Thomas Mitchell or T. B. Mitchell John Cromwell William Johnson G. Washington	Thos. Mitchell Jno. Cromwell Wm. Johnson Geo. Washington
	Use the full name the first time the person is referred to in the text, thereafter simply last name and title	Walter R. Green delivered the opening address . . . in conclusion, Mr. Green said	Mr. Green delivered the opening address . . . in conclusion Walter R. Green said
	Capitalize proper nouns but not words derived from proper nouns that have developed special meaning	Prussia; prussian blue Paris; paris green Bohemia; bohemian	Prussian blue Paris green Bohemian
	Capitalize nicknames of cities, states, teams, etc.	The Windy City The Buckeye State The Chicago Bears	The windy city The buckeye state The Chicago bears
Names of Organizations Institutions Etc.	Capitalize and spell out the full names of companies, corporations, mills, clubs, societies, banks, universities, schools, etc.	Brown Manufacturing Company Standard Corporation Central Woolen Mills The Downtown Club City Trust Bank New York Central Lines Northeastern University	Brown Manufacturing company Standard corporation Central Woolen mills The Downtown club City Trust bank New York Central lines Northeastern university
	Capitalize the full names of hotels, theaters, stations, buildings, etc.	Grand Hotel, Hotel Grand Lyric Theater Tenth Street Station Securities Building	Grand hotel Lyric theater Tenth street station Securities building
	Do not capitalize general designations of companies, buildings, organizations, institutions, etc., except when they are used as well-known short forms of specific proper names	The library; the company; the hotel The Canal (Panama Canal) The Street (Wall Street)	
	Capitalize geographical names and their distinguishing names, whether they precede or follow	Ohio River; River Nile Long Lake; Lake Erie	Ohio river Long lake; lake Erie
Geographical Names	Capitalize sections of the country, but not adjectives derived from them; do not capitalize points of the compass	The East; The Middle West the eastern seaboard; middle western farmers They traveled east.	The east; the middle west the Eastern seaboard; Middle Western farmers They traveled East
	In general, do not abbreviate parts of geographical names except in tabular matter where space is limited	Fort Meyers Port Huron Mount Everett San Diego	Ft. Meyers Pt. Huron Mt. Everett S. Diego
	Always abbreviate <i>saint</i> or <i>saints</i>	St. Paul	Saint Paul

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Political Names	Capitalize the names of political parties and organizations	The Republican Party He is a Democrat. The Republic of France The British Empire	The Republican party He is a democrat. The republic of France The British empire
	Capitalize nouns referring to the United States but not adjectives	The Nation; the Union The union army The national government federal	The nation; the union The Union Army The National government Federal
	Capitalize the names of specific national and state legislative bodies, but not adjectives	The Senate; the House of Representatives; the General Assembly; Parliament senatorial investigation parliamentary law	The senate; the house of representatives; the general assembly, parliament Senatorial investigation Parliamentary law
	Do not capitalize the names of national, state and city boards, etc., unless used in full as proper names	legislature; city hall; senate The Department of Agriculture; the Chicago Post Office	Legislature; City Hall; Senate The department of agriculture; the Chicago post office
Questions	Do not use a question mark after indirect questions or polite requests	Please send me a copy. He asked what time it was.	Please send me a copy? He asked what time it was?
	Use question marks to indicate direct queries, to express more than one query in the same sentence and to express doubt	What is the time? Will it mean the same to the salesmen? the dealers? the consumers? She walked fifteen (?) miles every day.	What is the time. Will it mean the same to the salesmen—the dealers—the consumers?
	In question-and-answer testimony use dashes and question marks; do not quote	Q.—Where do you live? A.—92 Sherman Avenue.	Q: "Where do you live?" A: "92 Sherman Avenue."
Quotations	Set prose quotations of five or more lines and poetry quotations of two or more lines in narrow measure without quotation marks. When poetry is quoted, start each verse with quotations and end with the last verse	Regarding job printing, Mr. Gress has this to say: Attractiveness is as necessary to the typography of printing as dignity and legibility are to a law brief, but, in trying to get attractiveness into their work, job printers often go astray. As Whittier said: Let the thick curtain fall; I better know than all How little I have gained How vast the unattained	
	Periods and commas are always set inside the quotation marks	He said, "The goods have been shipped." "The goods," he said, "have been shipped."	He said, "The goods have been shipped". "The goods", he said, "have been shipped".

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Quotations (Cont.)	Interrogation points and exclamation points are placed inside quotation marks only when they are part of the quoted matter	"Good for you!" he shouted "Have the goods been shipped?" he asked The question is, was the shipment marked "rush"?	"Good for you"! he shouted "Have the goods been shipped"? he asked The question is, was the shipment marked "rush!"
	Use quotation marks to set off a word of unusual meaning or an unfamiliar or coined word the first time it is used but not thereafter	It will be the "go-aheaders" who will get the most business probably the go-aheaders will be the only ones to make sales	
	Capitalize the first word of a quotation when introduced by a comma, colon or some other break in sentence thought	He said that "business is rapidly improving" He said, "Business is rapidly improving" He said that business was rapidly improving	He said that "Business is rapidly improving" He said "business is rapidly improving" He said, "that business was rapidly improving"
Religious References	Capitalize all names for the Bible, books of the Bible and other sacred books, but not adjective derived from them	The Authorized Version of the Bible	Biblical Characters
	Capitalize all nouns and adjectives used to designate the Deity, and all pronouns except <i>who</i> , <i>whose</i> and <i>whom</i>	The Almighty Trust Him who rules all things	The almighty Trust him Who rules all things
	Capitalize the names of religious denominations	Members of the Presbyterian church	Members of the presbyterian church
	Use the colon between chapter and verse in scriptural references and dashes between verses	I Corinthians xiii 13 Luke 12 4	
Time Date Seasons Etc.	Use figures for dates and omit <i>st</i> , <i>nd</i> , <i>rd</i> , <i>th</i>	September 10, 1935	Septembertenth, 1935 September 19th, 1935
	Spell out names of months and days except in date lines, tables, etc., and never abbreviate May, June or July, never abbreviate when day or month stands alone	It happened in September he is leaving Saturday The meeting was held on Tuesday, September 10, 1935 July 4, 1776	It happened in Sept he is leaving Sat The meeting was held on Tues, Sept 10, 1935 Jul 4, 1776
	Capitalize names of holidays, etc	Fourth of July New Year's Day Armistice Day	fourth of July New Year's day armistice day
	Set off the year with commas except when only the name of the month appears	It was on August 15, 1935, that the accident occurred August 1935	It was on August 15, 1935 that the accident occurred August, 1935
	Spell out references to particular decades, do not capitalize	In the nineties	In the 90's or In the Nineties
	In general, use figures for expressing time, use lower-case letters for the abbreviations, a m and p m. Capitalize B C and A D which should be set without a space between, A D should precede the year	11 30 a m 46 B C A D 1900	11 30 A M or 11 30 A M 46 B C A D 1900 or 1900 A D
	Time of day and dates may be spelled out when given in ordinary reading matter	Lunch will be ready at noon The meeting opens at half past two About the fifteenth of March He left at four	

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Time Dates Seasons Etc. (Cont.)	In using figures, never let the hour stand alone. Use either o'clock, or a m., p m., or 12 o'clock noon or midnight	It was 10 o'clock in the morning At 7 30 p m	It was 10 in the morning Tonight at 7 30
	Do not capitalize seasons of the year	During the spring and summer	During the Spring and Summer
Titles	Always abbreviate the titles <i>Mr.</i> , <i>Mrs.</i> , <i>Dr.</i> , and <i>St.</i> , preceding personal names	Mr Henry C Gordon Dr H K Clark Mrs H K Clark St John	Mister Gordon Doctor Clark Mrs Dr Clark Saint John
	Abbreviate <i>Honorable</i> and <i>Reverend</i> unless preceded by <i>the</i> when they are spelled out and capitalized, being adjectives rather than titles they should be used only when followed by the first names, initial or title	Hon Carter Glass, the Honorable Carter Glass The Honorable Mr Glass Rev E T Nichols, the Reverend E T Nichols, Rev Dr Nichols	Hon Glass the Hon Glass Rev Nichols, the Reverend Nichols
	Capitalize all titles of honor or nobility when referring to specific persons and used in place of the proper name	The President (President of the United States) the Senator from Idaho	The president (President of the United States), the senator from Idaho
	Abbreviate <i>Esq.</i> , <i>Jr.</i> and <i>Sr.</i> and use Roman numerals II, III, IV, etc., when used after a name, use commas with abbreviations but not with numerals	Robert C Porter, Jr Hanford Hicks, Esq James R. Bower III George V	Robert C Porter, junior Hanford Hicks Esq James R Bower, Third George, V
	Capitalize and spell out titles preceding personal names, but do not capitalize when following names	President George T Bush George T Bush, president Professor Howard A Cook, professor of English	president George T Bush, George T Bush, President professor Howard A Cook, Howard A Cook, Professor of English
	Capitalize abbreviations for degrees and titles and set without space between the letters	Thomas D Owen, M D	Thomas D. Owen, M D or Dr Thomas D Owen, M D
	Do not hyphenate ordinary titles of two or more words	vice president, sales manager, assistant treasurer	vice president, sales manager assistant treasurer
	Italicize the titles of books and of plays, essays, poems etc., of book size	<i>Treasure Island</i> <i>The Merchant of Venice</i>	Treasure Island "The Merchant of Venice"
	Quote the titles of short poems, essays or plays of less than book length	"To a Waterfowl"	To a Waterfowl
	Italicize the names of periodicals, journals, pamphlets, published documents, etc., but not the article <i>the</i>	the <i>Saturday Evening Post</i> the <i>Dental Journal</i> the <i>Report of the United States Department of Agriculture</i>	the Saturday Evening Post the <i>Dental Journal</i> "The Report of the United States Department of Agriculture"
	Italicize the distinguishing portions of the names of newspapers, but not the city names, abbreviate and in close parentheses the name of the state when needed	the New York Times the Cleveland Plain Dealer the Bloomington (Ill.) Pantagraph	the New York Times the Cleveland Plain Dealer "The Bloomington Pantagraph"
	Quote the subjects of lectures, sermons, magazine articles, etc., including the initial <i>A</i> or <i>The</i>	"The Prospects for Inflation" "The Ten Commandments"	The Prospects for Inflation The "Ten Commandments"
	Quote the names of ships, aircraft, titles of pictures and the names of art objects	U S S "Virginia" Whistler's "Mother"	U S S Virginia "Whistler's Mother"

SALES PROMOTION LITERATURE

III—Production

THE revolution going on within the graphic arts industry is of great importance to sales promotion men. One industry spokesman said that more progress has been made in the last 10 years than in the preceding generation. There has been a constant stream of new developments tending to reduce the cost of printed sales literature, as well as to add novelty and variety.

There is, for example, the Fotosetter developed by the Inter-type Corporation now in use throughout the industry. Instead of producing a metal slug of type, like type-casting machines, it sets "type" on photographic film. The machine is so designed that an operator, using a typewriter-like keyboard, can set a whole page of "copy," headlines and all. The machine justifies the line at the right-hand margin. The completed film is placed against a sensitized plate and exposed to light. The resulting metal plate may then be used for any offset printing process.

Other developments which tend to reduce the cost of offset reproduction are the Justowriter, Lithotype, Multilith, and the new models of the Vari-Typer, to name only a few of the major new mechanical devices.

Electronic Developments: Today the printing industry is becoming rapidly involved with electronics. The most dramatic change is taking place in the use of computers to set type, justify lines and hyphenate. Companies such as RCA, IBM, Stromberg-Carlson, A. B. Dick, Philco and others now have computers which, combined with teletypesetters, enable printers to span time and distance barriers that long seemed insurmountable.

With Telstar, Early Bird and satellite communications approaching everyday use, no spot on earth will be too distant from which to send and receive copy.

Some newspapers already routinely use computers to set type amazingly fast. It takes a computer about a minute to set a full newspaper page.

Others examples of electronic applications in printing are in controls to regulate cutting, folding, and stacking. Scanners, working through analog computers, are simplifying the complicated steps in making color separations directly from transparencies without a camera and without a lens.

Another new printing technique is the 3-D process. This creates a startling illusion of depth by coating a printed surface with optical plastic. All of these new developments are described for the layman in an interesting booklet published by the Tension Envelope Corporation in cooperation with the Printing Industries of America, Inc.

Electrostatic Printing: Another revolutionary development of great significance for the future is electrostatic printing. Among other things, electrostatic printing eliminates the need for pressure and uniformity of contact at the printing surface. This means that it may be used to print on irregular or pressure-sensitive surfaces. It will print articles that cannot be printed by conventional methods. In the Tension booklet these are listed as: vegetables, foam, burlap, pills, capsules and tablets, glass, rock, ceramics, wood and plastic, among many other raw or processed materials.

Also of importance in the production of literature is the process for making engravings. Costs have been more than halved by use of a photoelectric process which cuts the engraving on plastic instead of the traditional copper and zinc base.

While not all these recent developments in the graphic arts apply directly to producing sales promotional literature, many do. It is therefore important in view of the prevailing high wage rates and resulting costs in the industry, that those responsible for the production of advertising and sales literature not only know about these cost-cutting developments, but that they take advantage of facilities where the use of advanced processes and high-speed equipment make for lower prices.

The Production Department: If the appropriation for printed and lithographic materials is sizable, as in the case of a national advertiser or an advertising agency, the responsibility for producing and purchasing it might profitably be delegated to someone

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who has specialized in that branch of sales promotion. There are so many ways for effecting savings in producing sales literature by better planning and alert buymanship, that an experienced production man who knows his way around should save his salary, and that of his assistants, many times over.

Then, too, there is the matter of giving the sales promotional materials used by a company "character." This involves a knowledge of lay-out, typography, and the printing processes seldom possessed by those who have not specialized in production. A good lay-out man, who knows type and how to use it to get desired effects, can save the company large sums of money. If the printer or lithographer is required to produce a piece of literature without a workmanlike layout, he must use his own judgment; which usually means resetting and costly alterations. At present wage rates alterations are a very expensive luxury. There are cases where the alterations on a direct-mail piece have exceeded the cost of the composition. A good production man can also save on the cost of sales promotional literature by making full use of types which can be machine set, avoiding the higher cost of hand composition. But he must know type. Year after year, many new faces have been cut for machine composition. At one time, fewer than 10 standard type faces accounted for more than 95 percent of commercial typography; then in a rush came the sans serif faces, the square serif faces, the newer script and cursives, and finally the modern revivals of nineteenth-century novelty faces, until only a specialist could keep abreast of typographic developments. Binding methods, too, had remained substantially the same for decades until the new mechanical bindings came into vogue and soon multiplied to the point where a printing buyer had not two or three bindings from which to choose but 20 or 30!

Higher prices imposed upon production men the necessity of utilizing the new methods and materials at their disposal, but of doing so with maximum economy. It compelled them to find short-cuts that would reduce costs without destroying effectiveness. It taught them to get modern effects at old-fashioned prices. It developed their resourcefulness, ingenuity, and buying acumen. They learned how to make blow-ups of type proofs take the place of hand-lettering; how to substitute flat colors for process plates; how to use type ornaments instead of art work and engravings; how to take full advantage of the most economical of the new processes.

In the face of paper shortages production men had to adapt their

plates and printing to whatever paper they could get and still come up with creditable jobs. With priorities working against them on every side they had to simplify the specifications of each job to the barest necessities in order to get them produced at all. In a sellers' market they had to marshall all their sources of supply diplomatically enough to obtain reasonable quality and service without getting too far out of line on price. It was during those hectic days that production men proved themselves indispensable in sales promotion. In fact, many concerns which in the past had managed to get along without qualified production assistance, set up production departments during the war that they have kept in operation ever since.

Producer and Supplier Contacts: The maintenance and broadening of contacts with producers and suppliers, as a matter of fact, governs all the production department's other activities. Whether the department consists of one person or twenty, it does not possess within itself the ability to produce. It is dependent upon a myriad of outside agencies, all of which are in turn interdependent. A piece of sales promotion literature, consequently, may seldom if ever be considered as a single job entrusted solely to a single source of supply; rather it must be considered as a series of related jobs, and each job must be produced to meet (a) the required time schedule, (b) the required budget limitations, and (c) the required standards of quality. To achieve such objectives, efficient production departments are geared to operate according to systematic procedures which include, at a very minimum performance level, these four steps:

1. A thorough knowledge of the problems involved in each part of each piece of literature, based on a close study of all possible alternatives.
2. A wide enough choice of sources of supply to permit careful selection for each job.
3. Full instructions to each supplier and a complete understanding of delivery dates, prices, and quality standards.
4. Regular and relentless follow-up of each supplier at each stage of the operation.

Whenever there is a break-down in a production system, it occurs at one of these four points. If the problem was correctly analyzed at the beginning, if the right supplier was selected to handle it, if he was fully acquainted with what was expected of him, and if he was followed up on regular schedule, then everything could be depended upon to run smoothly. But multiply one supplier by possibly a dozen, and the difficulties besetting a production department become more apparent. A slip-up in the ne-

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gotiations with any one of the twelve might easily disrupt all the efforts of the other eleven and the job might come out late, might be of inferior quality, and might cost more than anyone ever suspected. When the great number of different individuals and firms accountable to the production department's direction is taken into consideration, the wonder is that slip-ups occur as rarely as they do. Even the following list is not necessarily complete, but it represents most of the craftsmen with whom the average production department does business:

Printers	Typesetters
Photoengravers	Electrotypers
Steel- and copper-plate engravers	Bookbinders
Paper merchants	Finishers
Envelope makers	Mailing list houses
Photographers	Letter shops
Illustrators	Display producers
Lay-out and Lettering artists	Photostaters

Where the Production Operation Begins: The production manager and his assistants are the point of contact between all these producers and suppliers on the outside and his own sales and advertising associates on the inside. In the case of advertising agencies, as pointed out in Chapter 19, he works directly with the art director and copy chief. In companies doing sales promotion, he gets his assignments from the sales promotion manager, the sales manager, or the advertising manager, depending on the set-up of his organization.

Usually a piece of sales promotion literature reaches the production manager in the form of okayed copy and finished art and lay-out. Sometimes, especially in the case of companies which do not maintain their own art staffs, he gets only a rough dummy and is responsible for getting the necessary photographs made, for commissioning an illustrator to do the finished drawings and paintings, and for turning the whole thing over to a lay-out artist or designer to make up the final working dummy. The lay-out artist may either do whatever lettering is required himself or turn it over to a lettering specialist. He may also specify the type faces in which the job is to be set and, in consultation with the production manager, select color combinations, decide on engraving techniques, and specify the paper.

Frequently, of course, the production manager or one of his assistants is qualified by talent or training or both to perform the functions of a lay-out artist himself and handle the working

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dentally, instead of vice versa. Neither does a production department often assume any responsibility for copy other than to set it legibly and correctly in type. It may do its own proofreading but not its own editing or rewriting, even when necessary to cut or fill to make the copy fit. That's a copywriting job; the production department has enough on its hands already.

These procedures, obviously, are typical rather than universal. They apply principally to organizations doing a large enough volume of sales promotion work to warrant a good-sized production department. They do not apply to smaller operations in which the sales promotion or advertising manager may be his own idea man, copywriter, art director, and production man combined. There are such versatile promotion men and, within the limits of their available time, some of them are doing outstanding jobs. Creative and technical talents do not ordinarily mix, however, and good writers or artists rarely possess the organizing ability characteristic of a good production man who, similarly, is too methodical ever to catch the spirit of doing inspired writing or imaginative art. The nature of his work demands that he be an executive rather than a craftsman.

Which Printing Process to Select: The first question to be settled right at the beginning of production is how the job shall be printed. So many things hinge on this decision straight down the production line that it must be made before most of the other operations can start. Whether the job is to be printed by letterpress, offset, or gravure determines (a) what form the finished art work will take, (b) whether the type will be made up for printing or electrotyping or will be etchproofed for photographic reproduction, (c) whether engravings will be required or photostats will be made for key-line drawings, (d) what kind of paper will be used, (e) what size envelopes will be needed to accommodate the weight and bulk of the paper, (f) how much the job will cost to mail and the effect of those costs on the press run, and so on through almost every ramification of the piece. The time as well as the cost element must be weighed, and there are, in addition, such other considerations as the nature of the illustrations, the number of colors, the length of the press run, the size of the finished piece, and many more.

Because the selection of the printing process for an individual sales promotion piece is of such far-reaching importance, a thorough knowledge of the advantages and disadvantages, the possibilities and limitations of the various processes is indis-

pensable to people in production work. Of all the methods of reproducing copy, design, and illustrations, probably more than 95 out of every 100 pieces of sales promotion literature are produced by the three major processes: Letterpress, offset lithography, and gravure. And the essential differences between the three processes are briefly as follows:

In letterpress or "relief" printing, ink is transferred to paper by means of *raised* surfaces.

In gravure or "intaglio" printing, ink is transferred to paper by means of *depressed* surfaces.

In lithography or "planographic" printing, ink is transferred to paper by means of *flat* surfaces.

Each process differs from the other two not only in basic principles but in physical appearance. Experienced production men can identify each process at a glance; usually they also recognize whether it was employed wisely or unwisely for the specific job at hand. The factors on which they base their judgments are revealed in the detailed descriptions of each process.

RELIEF PRINTING — LETTERPRESS PROCESS

This form of printing is the earliest and still the most widely used of all printing processes. The ink is applied to the printing surface of raised type or engravings and the impression is transferred to paper by the application of slight pressure. Small jobs are printed either on platen presses, such as the Gordon, which handles sheet sizes of 10 by 15 inches, or on job cylinder presses such as the Miehle Vertical and Horizontal, Kelly, or Miller, which print on sheets up to 17 by 22 inches. Larger jobs are printed on cylinder presses of the flat-bed type which range in size from a sheet capacity of 17 by 22 inches up to 50 by 73½ inches. Newspapers, big-circulation magazines, mail-order catalogs, etc., are printed on rotary presses using continuous rolls of paper instead of sheets, or on sheet-fed or magazine web rotary presses using flat sheets instead of rolls.

On platen presses, the impressions are made by a flat, even pressure of the paper against a flat area of type or plate. On flat-bed cylinder presses, the impressions are made by the pressure of a cylinder rolling across a flat area of type or plate. On rotary presses, the impression is made by having the flat printing area put into curved form by means of stereotyping or electrotyping against which another cylinder revolves with the paper.

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Among the advantages claimed for letterpress printing over other processes, are the following:

Sharpness and Clarity. This is the only process in which printing is done directly from type, and which permits the same make-ready. It is also unsurpassed when exact detail is sought in line engravings and halftone screens. To do fine-screen halftone work, however, only coated papers should be used in letterpress.

Flexibility. All the ingredients of a letterpress printing job—type, zinc and halftone engravings, electrotypes, etc.—may be made up together and printed in the same form. The same form may be broken down and the various ingredients rearranged or placed in different forms and printed over and over again. For jobs which involve typesetting anyway, which have small press runs, and which contain illustrations or type blocks that may be re-used in other pieces, no other process has the flexibility of letterpress. But these advantages are not necessarily held when the runs get long enough to require electrotypes or when there is the possibility of later long-run reprints. When composition is on machine-cast slugs, it is possible to cast two slugs for each line at the same time, so that the second set of slugs can be used when the first set shows wear.

Recent Developments in Letterpress Printing: The principal advance in the letterpress process in recent years has been the perfection and adoption on a large scale of so-called wet printing for the production of long-run magazine and catalog jobs at high speeds. By means of wet printing four or five colors may be printed almost simultaneously at speeds up to 12,000 revolutions per hour. Wet printing differs in many material respects from dry printing and requires special plates, special inks, and special papers, but it has solved the problem of producing the greatly increased number of full-color advertising pages for the weekly magazines with circulations well up in the millions. Instead of having an impression cylinder for each plate cylinder, as is the case with conventional rotary presses, in four-color wet printing a much larger impression cylinder is used to accommodate five press cylinders. As the paper web travels around this large impression cylinder, the various plate cylinders successively transfer layers of yellow, red, blue, black, and, when desired, an additional color to the paper, one on top of another. The process has its limitations so far as exactly matching the colors of the original color drawing, painting, or photograph is concerned; yet for the purposes for which it is used the quality has been developed

to a surprisingly high point. The sales promotion jobs for which wet printing is adaptable are exceedingly few, but it adds one more tool to the resources of companies which occasionally have large runs of full-color jobs in which speed and economy are factors.

INTAGLIO PRINTING—GRAVURE PROCESS

The principle of gravure printing is exactly the reverse of letterpress printing. Instead of obtaining the impression from the top of the plate, it is made from minute recesses or "wells" etched into the surface of the plate which hold the ink and transfer it to the paper. The earliest form of intaglio printing was the etching, which was discovered by Tommaso Finiguerra, an Italian goldsmith, in the early part of the fifteenth century. The etching process, fundamentally, is that of scratching out an image in the surface of a sheet of metal either by hand tooling or by acids, then covering it with ink, wiping the ink off the surface, and finally picking up on a sheet of paper the ink remaining below the surface of the metal.

Steel or copperplate engraving is a form of intaglio printing, as are the various types of gravure: Hand gravure, which is known as photogravure; sheet-fed gravure; and cylinder or rotary gravure, familiarly known as rotogravure. An advantage of the gravure printing process is that much finer screens can be printed than by the letterpress process. For average fine printing, the photoengraved halftone uses a screen of 133 lines to the square inch. In gravure, the coarsest screen generally used has 150 lines to the square inch and they range up as high as 300 lines. A 150-line screen gravure plate, then, has 22,500 dots to the square inch and can be printed on the coarsest kind of paper stock. For a photoengraving halftone to print satisfactorily on the same coarse stock requires a 65-line screen halftone, or one having only 4,225 dots to the square inch. A gravure plate, in other words, has more than 5 times as many dots per square inch as a comparable halftone, accounting for its greater detail, the absence of visible screen, and the softness of its tone.

The rotogravure sections of newspapers are printed by rotary gravure presses on continuous rolls of paper. Pictorial house organs, catalogs, and long-run folders are frequently done by rotogravure. The fine reproductions of photographs, paintings and drawings used in the higher-quality sales promotion literature are printed by sheet-fed gravure presses on single sheets of paper,

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usually of a much heavier weight and fancier finish. Rotogravure is practical only for runs of upward of 100,000 impressions; sheet-fed gravure is practical for shorter runs even as small as a few thousand impressions.

While the dots in a halftone plate for letterpress or offset, as will be shown, vary in size to determine relative light and dark areas, in a gravure plate all dots are of the same size, shape, and number per square inch in both highlight and shadow areas. The tone is controlled by varying the depth of the ink wells. The deeper wells hold more ink and consequently print more darkly. Another requirement exclusive to gravure is that everything to be reproduced—type, illustrations, hand-lettering, and even solids—must be screened.

Gravure's gradual growth in popularity is indicated by the fact that there are now more than 50 national magazines printed entirely or in part by this process. Books, calendars, greeting cards, and such widely varied merchandise as wallpaper, textiles, wrapping paper, linoleum, labels, box covers, cellophane, glassine, and tissue are also being done in gravure. It is a versatile process of wide usefulness with which well-rounded production people need to be entirely familiar.

OFFSET LITHOGRAPHY

photographed onto a coated plate, and the light-hardened portions which make up the image become the sections that attract the ink and repel water, while the balance of the plate attracts water and repels ink. Offset plates now may be deep-etched after the manner of intaglio plates so that more ink may be carried on the plate and thus a stronger color printed on the halftone sections of the image.

Among the advantages that offset offers to sales promotion production are the following:

More economical printing plates. While there may not be a great deal of difference in the cost of original halftones for letterpress or for offset, there is considerable difference between the cost of electrotypes and offset printing plates. By the use of step-and-repeat photography, the same image may be duplicated on an offset plate rapidly and at little cost. Thus the process is particularly well adapted to the printing of letterheads, labels, small folders, and other pieces where anywhere from four to a hundred of the same subject are printed on the same sheet. Further, line-engraving costs may be eliminated if the drawings are made to scale and are photographed on the same negative with the type proofs and lettering. Offset printing permits soft, pleasing effects on soft papers, costing less than the "slick" papers required in printing from halftone engravings.

plate for printing. This method reproduces the letterpress original line for line and dot for dot, and is used for converting four-color process plates and printing them by offset in perfect register.

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salesbooks, order books, report forms are printed by other specialists, with costly, high-speed automatic equipment. Catalogs are often handled by printers who have special equipment and highly skilled organizations of catalog specialists.

Overlooking this factor may cause an enthusiastic sales promotion man to lump all his printing bills in one sum and decide to install his own private plant. Then, when the plant is set up he will find that one job after another requires special equipment which, in a private plant, would be idle nearly all year. For this reason it is often better to take advantage of the many printing specialists and send work out.

General Foods Corporation is probably one of the country's largest users of printed matter. At the company's headquarters it has a large battery of offset printing equipment, but it does not attempt many special jobs. Labels, package inserts, and much similar printing are purchased from specialists.

Several General Motors units produce their own parts books, but much of this company's promotional printing goes to large printers who are set up to handle large-scale work. If these companies find it profitable to buy printing outside, rather than invest the large sums necessary to equip private plants, it scarcely seems likely that smaller companies can afford to attempt to enter the printing business on a private scale. One of the largest plants in the country was once operated by a large insurance company, which decided, a few years back, to stop producing its own printing and turn to big printers with the specialized equipment required.

Setting Up an Offset Plant: In large cities it is scarcely necessary to own all the equipment necessary for offset printing. The plates or masters can be made outside in trade shops. But in a smaller city or town, where no trade shops are nearby, it is almost imperative to have a complete shop, equipped for platemaking as well as printing.

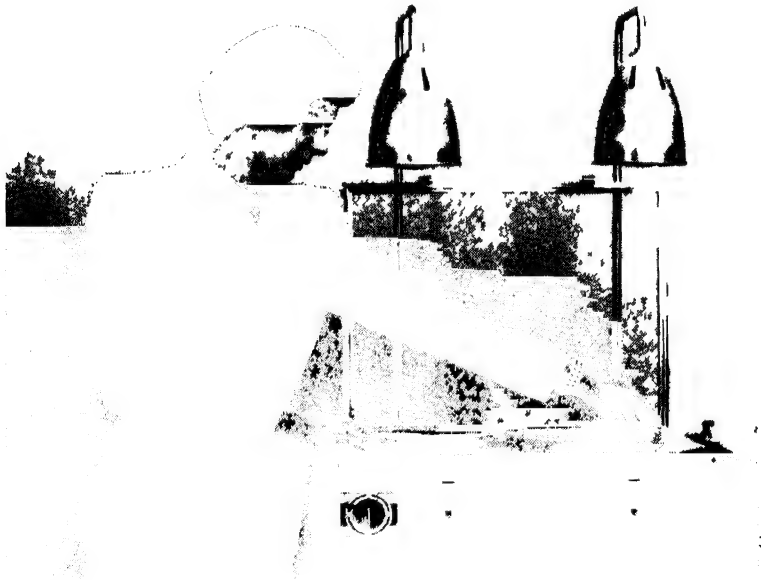
Sending the plates to an outside shop eliminates some of the savings incident to doing all the work in your own plant; on the other hand, the platemaking equipment requires a considerable investment.

For platemaking a camera, vacuum frame, whirler, drier, and complete darkroom equipment are usually needed. An operator to photograph the copy, mount it, and make the plates is also necessary. The key to good offset printing lies in the quality of the work done in the darkroom and if your platemaker is a bungler you cannot avoid bad reproduction.

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To prepare masters it is a distinct advantage to own a typewriter with a variable spacing attachment so that the right-hand margins of all typed matter will be flush, just as in your newspaper, or in a book. The typewriters used for preparing offset copy should not be used for any other purpose, and it is better to purchase machines designed for using carbon paper ribbons which produce a sharp, black character.

There has been constant improvement in the quality of offset printing. Today a good platemaker can turn out halftone work that is the equal of letterpress in good quality. The old muddy tones, the "off-white" appearance of highlights in halftones, are gone from the better class of offset printing today. Many companies produce house magazines on small offset presses; others produce letters, mailing pieces, price lists, parts lists, small display pieces, envelope inserts, sales bulletins, and a wide variety of printing at a considerable saving when compared with prices charged by printing companies.



Offset printing has been made more practical for office use by the development of compact, easily operated platemaking machines. This Remington Rand Plastiphoter makes offset plates up to 15 by 20 inches in size without the need of the usual vacuum frames, arc lights, and whirler.

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Typing Equipment: The well-equipped sales promotion department should have four kinds of typewriting machines. First, of course, it needs standard typewriters for addressing, filling in letters, and the usual typing necessary to the promotion of sales. Nearly any of the accepted makes of typewriters give satisfactory service. However, large users of writing machines find it pays to standardize on one make, after testing out several makes for a 2-year period to ascertain maintenance costs, time losses, resale values, etc. Some companies trade out all typewriters every 3 years under a special arrangement with the manufacturer.

Editors and advertising men who have only occasional use for a typewriter and keep it on their desk slide, or in a case near their desk, favor the semiportable models now in vogue. They require less space and are lighter in weight. They differ from the portable models, which are not too practical for office use, in that they have the standard-size roller. Personal models can be purchased at a considerable saving, and because they cost less can be traded in more frequently. In this way your executives always have a relatively new machine.

For cutting stencils and heavy manifolding (such as typing several address strips at one time) an electric typewriter is desirable. It is wise to buy this typewriter with a wide carriage for wide measure work to be reproduced, and with pica rather than elite type. The larger the type face the more legible copies can be obtained in manifolding. Some sales promotion men report that electric typewriters also cut the cost of addressing envelopes. They do especially neat fill-in work because of the mechanically adjusted touch and uniform impression. However, the first cost is higher than standard machines and any electrically operated equipment is likely to give more trouble than manually operated machines. Electric machines are now available with either print-type or the usual typewriter type. Some have devices to facilitate right-margin alignment.

Almost a necessity in any well-equipped sales promotion department, regardless of whether it has its own offset plant or not, is a Vari-Typer. This is an electrically operated typewriter so designed that the type face, spacing, and alignment can be easily and quickly changed. It types through a silk or nylon ribbon, or carbon-coated paper tape. The carbon tape is used when the "copy" is to be transferred to an offset plate.

Last but not least, modern sales promotion calls for the judicious use of individually typed letters. To produce these most economically, a battery of four automatic typewriters is recom-

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When "personally" typewritten letters are desirable, mechanically operated typewriters pay for themselves many times over. With this battery of Auto-Typists, one girl can produce 500 personalized letters a day.

mended. They can be operated by one girl. If you do not have enough work to keep four machines working at top speed, it is usually more profitable to have the letters produced in commercial letter shops, most of which are now equipped with automatic typewriters.

There are two basic types of automatic typewriters—one operates pneumatically from paper rolls, as does a player piano, and the other depresses mechanical fingers to "hit" the keys. The latest automatic typewriters have control mechanisms which permit stopping the machine at any point in the letter and automatically typing a special paragraph in the body of the letter, by simply pressing a button. This is very useful in working groups of prospects with special interests which afford opportunities for specialized appeals.

Unless letters produced automatically from punched rolls are "personalized," so that they have a point of contact with the recipient, it is usually less costly, and almost as effective, to use carefully filled-in letters with the bodies printed or Multi-graphed from typewriter type through a silk ribbon. However, spending money to simulate personally typewritten letters by filling in the salutation is not as effective as it was some years ago. Most people can tell a form letter a long way off, unless the fill-in is done on the same machine with the same ribbon.

PHOTOGRAPHIC EQUIPMENT

In any sales promotion department where there is a large production of sketches, layouts, "roughs" of advertisements, and

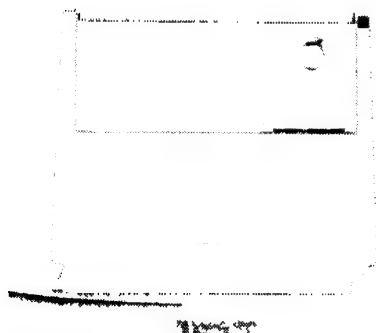
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similar work, a photographic reproduction unit of one kind or another is a time- and money-saver.

There are two basic kinds of photocopy machines. One, the simpler variety, copies anything written, drawn, or printed by contact. There is no enlargement or reduction possible on these machines. The reproduction is the same size as the original to be copied.

The other type of machine is actually a large camera, combined with a developing unit and a drier. Most common name for this equipment is Photostat, but this is a private trade-mark, owned by one company. Several other companies make and sell similar machines. With this type of equipment, enlargement and reproduction of any type of original is easy and rapid. Any man or woman can be quickly trained to operate such a machine, and a very small floor space is required—say about 12 by 18 feet for a minimum.

Photocopy equipment may save an endless amount of retyping, redrawing, and hand lettering. Where a sales organization is small this equipment is especially valuable for reproducing statistical data, sales standings, sales records, and other informative material which must be sent to salesmen. In cases where there are many salesmen or others to receive the same material it is better to reproduce it by one of the printing or duplicating processes, but for small quantities the photocopy equipment is economical.



A desk-type copier is indispensable in a promotion department. Most copiers can reproduce, in black and white, any material in color, type, or pen and pencil, on ordinary paper. This Xerox Model 813 will reproduce documents up to 8½ x 14 inches at a cost of 3½ cents each.

When a Camera Department Is Needed: A well-equipped photographic or camera department is a useful adjunct to many sales promotion departments. Chief advantage of a private photographic unit is the ability to make pictures with far less formality

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and in less time than is usually required when an outside photographer must be summoned.

Where a house magazine, either for employees or for customers or dealers, is part of the sales promotion manager's task, a photographic department is almost a "must." By assigning one man to the business of illustrating the house magazine he can roam the plant and take pictures of individuals whose names will appear in the magazine; he can "cover" all plant meetings and conferences; he can photograph the installation of new equipment; and provide a running record of all plant and office improvements. The same man can photograph prominent visitors to the plant, new employees, and all manner of personnel activities.

The same photographic department, if manned by skilled men, can produce photographs of the product, record stages in product development, go into the field to photograph dealer displays, windows, field sales meetings, and make records of the product in actual use.

Relatively few companies expect private photographers to turn out the high quality work required for the best catalog illustrations, for magazine advertising, and important sales promotion material. This is a job for the professional.

Another job for the company photographer is production of publicity photographs to be sent to newspapers, magazines, and business papers. Where photographs are used in sales portfolios the company photographer can often be kept busy a considerable part of his time.

As in all other attempts to set up private or company equipment to produce different types of work, it is necessary to draw the line between "run of the mill" jobs and jobs which require highly skilled specialists.

Your company photographer may be excellent for making quick shots of plant meetings, of new employees, and baseball games for the plant magazine, but unless he is far better than the average do not expect him to turn out a beautifully posed, skillfully lighted illustration for your season's most important sales promotion piece. Call in a professional for such work.

National Cash Register Company was one of the earliest large-scale operators of a private photographic unit. At Dayton headquarters a staff of men are busy turning out all sorts of photographs for use in the company's tremendous production of printed material. The same shop photographs prominent visitors to the plant, many different meetings, athletic and recreational activities, sales meetings, and other gatherings. The company has a

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tremendous file of photographs which is actually a visual record of N.C.R. activities over the years.

Photographs in Sales Promotion: There is a very definite trend to making more use of photographs in all forms of sales promotion. This trend has become especially pronounced since the advent of TV. People are lazier so far as reading habits go. They like to get a sales story by looking at interesting pictures, rather than having to read hundreds of words. So we find more and more pictures being used to flag attention, to underscore key points, to describe complex processes, to show products in action, and in many other ways.

Illustrating some of the ways photographs are being used to promote sales, directly and indirectly, Eastman Kodak comes up with the following list, which readers may find suggestive:

Plans and Presentations—Slidefilms—Movies—Easel presentations—Portfolios.

Advertisements—Illustrations for magazines—Newspaper—Direct Mail—Sales and service literature—Calendars—Car cards—Billboards.

Market Research—Product application photos—Customers' buying habits—Displays—Merchandising ideas—Photocopying charts and reports.

Packaging—Product pictures—Labels—"How to" explanations—Photo lettering—Photo composition.

Merchandising—Displays—Background photos—Jumbo cutouts—Installation or application photos—Demonstrations.

Trade Shows—Background murals—Motion pictures—Slidefilms—Descriptive booklets and pamphlets—Plant and product photos.

Sales Training and Service—Salesmen's portfolios and bulletins—Stills—Slides—Movies—Installation and service manuals—Customers' instruction books.

Television Production—Set backgrounds—Spot commercials—Animation.

Printed Production—Illustrations—Transparencies—Photengraving—Photocopying.

Public Relations—Stockholder notices—Employee papers—Institutional movies—House organs—News releases—Slidefilms.

Administration—Office layout plans—Progress reports—Office copying—Microfilming of records for storing—Miniature prints of ads for schedule boards.

Actually, good photography is the result of experience and training and it is not a job to be taken lightly, even though several men in the sales promotion department may be confident that they can handle any photographic assignment that comes along.

Consider a photographic unit as a part of the sales promotion department only when (1) there is enough work to keep one man busy half his time, or (2) where good professional photographers are not readily available, as is the case in some small

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towns. Do not rely on the belief that anybody can make a picture good enough for reproduction. Be sure the man selected to head your photographic unit is either a professional, or at least an advanced amateur, who has long since graduated from the "drug store" type of development and processing. Be sure he has had experience in a darkroom and knows something about lighting, posing, processing, and, above all, has some knowledge of reproduction processes and requirements.

The Photograph File: Ordinary 8½- by 11-inch metal filing cabinets are usually favored for the photograph file. Here are several rules for preventing trouble in maintaining a useful file of photographs.

1. A photograph is no photograph unless it is identified. Never permit a photograph to go to file without a number, without proper identification of ALL people appearing, the date, subject, and any other necessary data. It is better to destroy a photograph than to file it without number and caption or identification data.
2. Cross index all photographs in the file. If you use the subject index and have a tab labeled "Meetings," list the names of people appearing in meeting pictures, and put a duplicate print under each name, or make a slip for each name and file in proper alphabetical sequence with a notation, "See meeting file."
3. Set up a negative and print numbering system so that prints can be matched with negatives for duplicates when needed.
4. Never allow the last print to be removed from the file. Take its number and have a duplicate printed.
5. Do not file under too broad classifications—such as "Exteriors," "Interiors," etc. Do not file under such broad classifications as "New Products." Give them a date, a model number, an experimental department number, or some other data to pin them down to more definite identity.

The same rules for filing and finding photographs should apply to all other exhibit material, drawings, blueprints, cuts, masters for duplicating machines, etc.

Investment in blueprint cabinets, cut and electrototype cabinets, proper storage space for printed material will save the cost of such equipment in a year or so. A vast quantity of costly printed material is ruined each year in many departments because of lack of adequate storage space.

MAILING ROOM EQUIPMENT

Steadily rising costs of labor in the mailing room have made it imperative that facilities for getting out promotional matter quickly and efficiently should be modernized. Hand-addressing,

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sealing, stamping, and sorting are no longer economical and are now done by machinery. Even gathering, a tedious operation, is now done mechanically in mailing rooms where large quantities of the same type of mail matter are handled. Such equipment should be the best.

Many addressing or mailing departments prerun envelopes or labels for all branch offices, salesmen, dealers, or other groups which receive mail regularly. These labels or envelopes are kept in special racks, and as the mail reaches the mailing room the contents are sorted into racks which already contain a supply of preaddressed envelopes or labels. This plan speeds the work and tends to level out peaks and valleys on schedules, because the addressing can be done at times when the staff is not busy.

Selection of mailing and addressing equipment can be done intelligently only after a careful analysis of every piece of mail handled in the organization. Salesmen for the office appliance companies are usually well informed and no one should hesitate to call them in for consultation and help.

Addressing Equipment: We have considered various types of reproductive equipment. There is no point in producing a quantity of material unless there are facilities for mailing or distributing it. The finest set of photographs of your product are of little value packed away in a filing cabinet. Nor is the company magazine worth very much if it is mailed too late, or haphazardly. Much excellent sales promotion material fails to produce expected results because mailing facilities are not available. Therefore we need to consider, very carefully, the ways and means for addressing and mailing everything the various printing, duplicating, and photographic units produce.

At present wage rates for white-collar help, hand addressing is usually too costly for any consideration. It is both too slow and too inaccurate. Hence machine addressing is a "must."

Basically, there are two types of addressing jobs. The first, and most important, is the addressing job which must be done over and over again. In this category we find the list of employees for mailing house magazines, announcements, etc.; then there is the list of dealers, wholesalers, or customers. Add to this the list of salesmen, manufacturers' representatives, fieldmen, branch offices, agents, or others who receive regular mailings.

The second type of addressing job involves the special mailing, in which a list, large or small, is addressed perhaps only once or twice, or perhaps once or twice a year.

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For the regular mailing which is mailed weekly, monthly, or at some other frequent interval, the addressing machine, working from pre-cut or pre-embossed metal plates is fully justified. It is usually the cheapest in the long run.

Whether you use metal plates or the paperlike stencil variety depends upon the frequency of use, the value of each name, and the investment which seems justified.

Addressing machines cover a wide range of models, from simple, hand-operated units to automatic, high-speed models. Shown is Addressograph No. 5, which uses metal plates



Address stencils are made on a regular typewriter with a special attachment. These stencils are mounted in a card frame and may be used over and over again.

Metal address plates are embossed on a special machine for the purpose. These plates have a very long life, and may be used over and over again without appreciable signs of wear.

Addressing machines are available for either kind of name plate in a wide choice of models, ranging from the simplest hand-operated models on up to fully automatic, high-speed models which handle a tremendous variety of work.

For really big operations there are addressing machines which print from a roll of paper and print an entire label, insurance premium notice, or bill, inserting items, such as premium amounts, automatically.

Equipment required in an addressing department is the stencil cutting or embossing units, the addressing machines, and cabinets for the address plates.

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For regular mailings it is customary to address labels or envelopes in advance, have them ready when the contents of the mailing—letters, magazines, catalogs, or folders—arrive.

Folding Machines for Sales Promotion Use: When you buy an office folding machine buy the best. It will pay in the long run. There is nothing in the way of office appliances that will waste so much time, cause so many work interruptions and headaches, as a folding machine that only folds when the spirit moves it. The trouble with most office folders is that they depend upon rubber rolls to pick up the sheet and feed it into the machine. They work all right so long as the rolls are kept roughed up. But they soon become slick and slippery, failing to pick up the sheet or, if there is too much static electricity in the air, the sheets are apt to cling together and jam the folder.

The roll-fed office folder is useful in small offices where most of the work to be folded is of the same size, as, for example, standard-sized two-fold letterheads. But if the range of work varies, and it is necessary to "set up" the folding machine frequently for different folds and different kinds of paper stock, it is well to buy a folding machine of the type used in commercial binderies. They usually feed by suction, and are far more dependable. This type of folder is now available in small sizes to take the direct mail which goes out from the sales promotion department.

Gathering and Mailing Equipment: There are still offices which lay out work to be gathered on a long table, and the gatherer assembles the brief or whatever it might be, while walking back and forth. In most commercial shops the gathering operation is speeded by placing the "pick ups" on a rotating table, which is slowly turned by a motor. Several girls sit around the table and pick up the sheets as it turns. The most up-to-date method of gathering stapled materials for sales promotional use is an electrically operated collator, of which the manufacturers offer many models with various capacities.

When a company's direct mail is well standardized, with long runs of the same piece, there are automatic gathering and sealing machines for the work. These machines, operating on the principle of a gathering machine used in a commercial bindery, automatically pick up most enclosures; stuff them into the envelopes; and seal them ready to stamp, sack, and mail. These machines cost about \$3,000. Unless a company has long runs they should not be purchased. They take too much time to set up and adjust. But once adjusted and kept going on the same mailing, they will

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gather, insert, and seal up to 2,000 pieces of mail an hour, day in and day out.

While there are several good sealing and stamping machines on the market, most mail users today meter their mail and depend upon that equipment for these operations. The latest metering machines are very fast, reliable, and pay for themselves several times over in stamp savings, advertising benefits from special indicia, and labor. Not many modern sales promotion departments use adhesive stamps for the run of their outgoing mail



Operating from card masters, this low-cost table-top Scriptomatic Model 34 will address virtually any type or size of mailing piece at the rate of 2,500 per hour.

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However, when adhesive stamps are called for, affixing machines which operate like a numbering machine save postage and time.

Sorting and Tying Direct Mail: There are many opportunities for savings in the way the mail is handled after being sealed and stamped. In the case of large metered mailings, where it is not necessary to cancel adhesive postage stamps, delivery will be greatly expedited if it is tied into packages by cities, and then sacked by train routes. Mail thus treated will usually go right out as soon as it lands in the post office. Otherwise, under the prevailing practice of handling "slow" mail, it may lie around the post office several days until someone feels inclined to sort it. For this operation the well-equipped mailing room should have a good tying machine, and enough racks to hold four to eight mail sacks during the sorting. If the sizes of the mailings are not sufficient to use sacks (supplied upon request by the local post office) a wall sorting rack can be constructed with pigeon-holes for each of the 50 states and the principal cities.

EQUIPPING THE MEETING ROOM

In most sales operations the sales promotion manager is responsible for dealer and other meetings at which a "program" or "campaign" is presented to a group of people. If the presentation takes the form of a series of regional or district meetings, some sort of a portable stage with the required "props" is used. Such stages may be purchased outright, or they may be rented from companies which specialize in dramatizing sales conventions. These portable stages can be taken down in a few hours, and quickly reassembled. They are complete with lighting equipment, drops, side boxes, and other facilities. Some companies have special trailers, in which these portable stages are packed, then hitched to a car or truck, and transported from town to town.

Projectors: Depending upon the kind of material to be used at a sales meeting, the projection room (or traveling equipment) should include a 16mm. talking moving picture projector, a long-range slide projector for throwing stills and charts over the heads of an audience from the rear of the room, and sound film-strip equipment. New developments in the sound/strip field call for a complete investigation at the time of purchase. Units are available that automatically project 35mm. strip film and 2- by 2-inch slides. Prices vary according to the sophistication of the

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equipment, and both portable and permanent machines are available.

Another useful piece of equipment for conducting meetings is an overhead projector which throws a letter, chart, or drawing directly upon a screen from a transparency. The speaker can write on the transparency with a crayon as he talks. Using



Overhead projectors have been efficiently used by the Minnesota Mining and Manufacturing Company in training representatives. A special advantage of this type of projector is that it permits the speaker visually to pinpoint his comments.

overlays, a chart can be built up or changed to fit the talk. One advantage of this type of projector is that it does not require an operator. The conference leader places the films in position as he talks. He faces the audience while using the projector.

In late years the use of talking movies has greatly increased. Some companies have produced educational pictures which are shown at sales meetings of various sorts. They may also be used at luncheon meetings of service clubs and trade conventions. To make the best use of such films, and to get the benefit of the extensive rental libraries of sales films, in 16mm. size, many companies equip their sales promotion department with an up-to-date talking picture projector. Where a company invests \$20,000 and up in a promotional picture it is usually wise to purchase several projectors and keep them at division points, so that they can be used in the division area for dealer and other meetings at which the pictures will be shown. The White Motor Company,

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for example, equips each branch with a 16mm. movie projector (with sound) for showing pictures of interest to its dealer organization, including its own pictures which show the widespread use of motor trucks in solving transportation problems.

A less expensive, but very effective, projector is available for use with Kodachrome slides (stills). The slides are particularly good for demonstrating mechanical products, or equipment sold to industry. They are used both in group selling and in personal selling instead of the usual type of portfolio. While most projectors operate fairly well on a white wall, for best results a silver screen, large enough to permit a good-sized projection is required. This folds compactly into a carrying unit, and comes with a stand so it can be quickly set up in a meeting room without having to hunt up the hotel carpenter (see Dartnell *Sales Manager's Handbook* for information on portable projectors and other equipment for salesmen's use).

Blackboards: Two variations of the traditional blackboard of our school days is the "white board" and the "slap board" for use in making presentations. The "white board" has an advantage in that it can be used as a projection screen as well as a writing board. While the image is not as sharp as it is when a crystal screen is used, it is quite all right for working with small groups. The slap board is a plush-covered board upon which cut-outs, signs, segments of charts, and other matter can be "slapped" as a speaker delivers his talk. These boards are popular for presenting standardized talks to dealers and groups.

In using any of these devices two things are important—they should be placed high enough on the platform so that they can be seen easily by everyone in the group, and they should be lighted with *double* spots, one from each side of the platform.

Traveling Exhibits: For "trading up" dealers and bringing demonstrations to the front door of customers, instead of requiring them to take time out to go to a showing at some local hotel, a number of companies employ specially equipped trailers for that purpose. These trailers have proved quite effective and are used for promoting the sale of a wide variety of products, ranging from carborundum wheels to high-speed printing machinery. They are sometimes operated by the sales department, in which case the trailer is usually in charge of a salesman who takes orders on the spot. Others are intended for educational purposes only, and are in charge of a member of the sales promotion department.

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Equipment for the Salesmen: While the sales promotion department is often charged with the responsibility for *producing* the equipment carried by a salesman, it is usually instigated and developed by the operating division of the sales department. This is especially true in the case of demonstration kits, miniature models of the product, sample cases and, to a lesser extent, presentation portfolios and visualizers. The effective equipment of salesmen to increase sales call efficiency is fully covered in the *Dartnell Sales Manager's Handbook*. The development and production of portfolios and visualizers for use by salesmen in promoting the sale of a product also is covered in that handbook.

The sales promotion department is, however, frequently in a position to offer suggestions to the sales operating department for increasing sales call efficiency. For example, salesmen of gas refrigerators have the problem of underscoring, in the prospective buyer's mind, the silent operation of this type of refrigerator. Merely stating this fact was not enough. So the sales promotion department of Servel came up with the idea of providing salesmen with books of giant matches, one of which they handed to a prospect and asked him to strike one match. As the big match burned, the salesman pointed out that Servel refrigerators operated just as quietly as the match burned, since there were no moving parts and gas burned noiselessly. While this device was essentially a sales tool, it also served a sales promotional purpose, since the books of matches carried the Servel advertising, and were used as advertising specialties as well.

If we take the salesman's advice we would furnish a small binder of about 12 pages which he can carry in his coat or shirt pocket. Such a presentation might not be very useful in increasing sales, but it would please salesmen. The problem is to produce a presentation kit—not one to look impressive on the sales promotion manager's desk, but one which the salesmen will use constantly. To achieve this, the kit must be:

Small enough to be carried easily.

Compact enough to fit into the salesman's ordinary luggage.

Foolproof—requiring no complicated folding or unfolding.

Easy to open and close in a moment's time.

Brief—to the point where the average prospect will pay attention to the end.

Simple—so that the language and arguments are within the salesman's mental range.

The best presentation kits leave out nearly all introductory pages, such as pictures of the plant, company history, pictures of

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company officers. Such kits are designed to open with the very heart of the sales story and present it fully in the fewest number of pages. They are planned so as to appeal to the prospect and win his interest quickly—and hold it.

Reduce the basic sales story to the fewest possible words and illustrations. Plan to include only the sharpest cutting facts, the most telling illustrations. One great objection to many sales presentations is the time required to go through them with the prospect. Do not include language which does not come naturally to the salesman; there may be times when he has to repeat the material from memory, or cannot use the kit, hence the facts and material must be written and presented in a way the salesman himself would use to do the same job if he did not possess a kit—or in case he leaves it at home on half his trips.

MISCELLANEOUS EQUIPMENT

One of the sales promotion manager's jobs is to "sell" his department to top management. The sales manager, the director of sales, the general manager, the treasurer, and the president—all these men should be familiar with the work of the sales promotion manager and his department.

Many of our best sales promotion managers find it profitable to provide large display fixtures on which all current samples of the department's work can be displayed. Fixtures mounted on casters for easy mobility are best, because they can be rolled into a conference room or to some officer's office for exhibit. If mobile display racks are unavailable, cork boards, for easy "pin-ups," or simple wall racks are useful. An excellent idea is to have glass panels mounted on walls, so that pieces can be slipped under the glass. Molding tacked in horizontal lines on the wall and notched to admit the glass is a simple way to provide adequate display facilities.

The same displays of all current production are useful when there are visiting salesmen. Good sales promotion managers make it a point to nab visiting salesmen and show them all current sales promotion pieces. Without a good exhibit space, planned for the purpose, this is difficult.

Drafting tables, special drawing instruments, a quiet conference room, and good lighting are not luxuries in the average sales promotion department. Do not expect an artist or a lay-out man to do good work at an ordinary desk. Give him the equipment he needs if you demand good work. Do not expect

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good stencils for the duplicating machine from a typewriter with the type faces worn flat or nicked from long use.

When the planning of printed material comes within the province of the sales promotion department, considerable time can be saved by maintaining a convenient file of paper samples. These are available without charge from the paper merchants from whom you purchase your paper. The samples should be carefully filed and arranged in a suitable cabinet, and classified according to the uses for paper, rather than by the paper house which supplies them. For example, cover papers from all suppliers with whom you do business should be arranged in a separate drawer and filed by grades and finish, so that when you are looking for a cover for a new booklet you can go to the cover paper drawer and find a suitable sample. The brand name, weight, color, and source of supply can then be written into the specifications for the job. This is especially desirable when competitive bids are to be secured, as it assures each printer bidding on uniform paper specifications. Too often the sales promotion department specifies only the kind of paper stock, as, for example, "80-pound cover, antique finish, medium price." This gives bidders an opportunity to use some stock they may have on the floor.

Some sales promotion men even go so far as to have an assortment of booklet dummies of various sizes and folios on hand, so that when they are called upon to prepare a booklet they can pull from their file a suitable dummy without waiting for the printer or paper house to make one for them. In the same way it is smart to have on file ink sample books, showing the various grades and colors of ink stocked by reputable manufacturers. In that way *exact* ink specifications can be given to printers. When fuzzy color instructions are issued as, for example, "bright red," the printer's idea of "bright red" may run all the way from a crimson to an orange red.

Installation of reproductive and addressing equipment in the sales promotion department nearly always brings up the question, "Can't we use this equipment for other departments?"

The practice of using the equipment full time to reduce sales promotion costs, and to help reduce other printing or mailing costs, can become a perpetual headache if the major purpose for which the equipment was purchased is not fully understood.

When the sales promotion department purchases and installs duplicating equipment, for example, it should be made clear to everybody and to every department manager especially, that the prime purpose of the equipment is to produce sales promotion

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material. When the equipment is not in use it may be used to turn out other items such as factory forms on the same machine. But if the sales promotion manager is not firm and careful he may find his presses busy running a factory shipping ticket, or time ticket, when he wants to get out a sales promotion piece, a sales letter, or a bulletin to the salesmen.

The same problem comes up constantly in the mailing room. While the addressing machine may have been purchased primarily to address dealer bulletins, the treasurer may commandeer the equipment for a dividend check mailing, or for sending a letter to the stockholders. Before any equipment is installed, careful consideration should be given to the question of who is to have prior rights in using the equipment. Chief problem is to make it clear that certain work must be considered as "fill-in" jobs, produced only when the equipment and personnel are not busy on the major job assigned to the equipment.

At today's high wages, which prevail everywhere, good tools are quickly amortized in the time saved, better work, and in improved morale. It is part of the sales promotion manager's job to sell management on providing all the necessary and proper tools.

PUBLIC RELATIONS

PUBLICITY is definitely a part of sales promotion. In large organizations it is only one of the many aspects of public relations; for smaller companies it is important in itself. As part of their public relations policies, corporations include such activities as participation in community activities, exhibits and association displays, store openings, stockholder relations, and annual reports. The smaller companies necessarily limit themselves to the creation of favorable publicity by sending out news releases from time to time.

Publicity Is a "Skill": Newspaper, business publication, and trade-paper editors welcome news releases—*provided they are newsworthy*. A good editor will always ignore announcements, news stories, or features that will not appeal to his readers.

Sometimes, when an editor receives, from a well-known company, a very ordinary release with little or no readership value, he may even call up the company in an endeavor to give the story the character and quality he thinks it should have.

Most editors appreciate good, well-written, well-directed releases and will readily testify that they are very useful. One woman's-page editor publicly announced that she couldn't do her job without them.

To be effective a news release should be written from *the standpoint of the reader!* It should tell what the product or service can do for *him*. This is what agency copywriters know as the difference between the "You" and "I" attitudes.

Philco Corporation once sold a micro-wave communications system to be used by an American oil company in Venezuela. In sending out a release to the Venezuelan newspapers, the experienced publicity specialist who wrote the story started by saying how much oil was produced in that country; how much was exported each year; its value in taxes to the government

and its over-all beneficial effect on the Venezuelan economy. Then came the announcement of the Philco sale.

With such a lead, or "slant," the story appeared in all major newspapers in the principal cities in the country. For much the same reason, it was published in U. S. oil-industry trade papers, financial papers, and other business magazines. Without that opening paragraph or two, a release about a radio-system sale would have received limited attention.

Publicity announcements should be concise, but complete; grammatically correct; and, of course, completely accurate in every respect. Photos should have descriptive captions attached to them.

There's nothing as effective as a pretty girl to focus attention on a product. This photo was part of a publicity release featuring Kodak Instamatic movie cameras. The light-colored camera contrasts with the girl's dark hair and sweater.



Good Publicity Can Be Created: It is a long-established fact that most news releases land in the wastebasket. This point is hammered home whenever and wherever public relations men gather in their association meetings. The Public Relations Society of America has held special seminars on the subject at its annual conventions. The chief reason for this waste is that the releases are not *newsworthy*.

A release must contain some news of value to the reader. The announcement of the appointment of a new executive is not enough to justify publication in a newspaper or to be mentioned in a broadcast. This is fine for the industry tradepaper, or in a financial paper. The same thing goes for the introduction or development of a new product, unless that new product is so revolutionary as to attract general attention. In most cases, the announcement of a new model of a prosaic product will interest only the editor of the "new products" section of a par-

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ticular industry publication. That, of course, is why publicity mailing lists are classified by industry.

All this is not to decry the issuance of product stories, as they do play a role in sales promotion. For instance, many a new-product release has resulted in additional business by producing inquiries from readers who became customers.

But good general publicity can be created through performance. A favorite definition of public relations is "do something worthwhile and then tell the world about it." For instance, when a philanthropist donates a new laboratory to his university, the news is published in every newspaper for miles around.

Similarly, when a corporation closes down an obsolete plant, but transfers each employee to a new location, or gives each one vacation pay and six months' salary, the news is not the shut-down, but the enlightened policy towards employees. When the Bell Telephone Company of Pennsylvania sent its repair crews to Connecticut to help meet the communications problem created by a severe blizzard, it received favorable publicity.

On a different scale, department stores which donate their windows to civic projects, retailers who lead community activities, and musical organizations which conduct charity programs have little or no problem in getting their news announcements printed.

At the product level, "open houses," conventions, and plant tours hold more reader interest than simple new-model announcements. These are all methods of creating news value for publicity releases.

Distribution of Releases: One way of obtaining distribution of publicity releases is through firms specializing in such services. However, most companies have their own mailing lists for publicity releases. These are usually broken down into various classifications according to media or industry categories. Thus, it is possible for the public relations director or the promotion manager to give a release greater editorial impact and value by adapting it to each classification. It might be desirable to have as many as a half-dozen or more variations of the same news story.

When an announcement has a special importance to the industry and to the community as well as to the company, a member of the public relations department should personally deliver the news material to the appropriate editors. This method embodies a personal touch, assures precise timing, and is usually effective.

The Press Conference: On such occasions as the start of a convention, the introduction of a new product line, the groundbreaking ceremonies for a new plant, or other events of importance to the company, representatives of the press are invited to interview the president at a press conference.

Such news is usually of interest to business and trade publications and to newspapers in the home city, so the publicity manager is assured of the attendance of at least several reporters or editors.

Following the interview with the president or other major officer of the company, the reporters will often talk to department managers, chief engineers, or other technicians who may be in a position to "flesh out" his story.

Reporters and editors will be provided with press kits, news releases, and photographs. Many reporters will take the company's material and mail it in to their editors. Others will write their own stories, sometimes right on the spot, using the company releases as their source of information.

Preview of a New Line: Prior to the introduction of a new line, some companies invite appropriate editors to see the new products, offer comments and make suggestions (which are often incorporated in the new models). Who is invited depends on the nature of the industry. In the home appliance field, editors of the service magazines, such as *McCall's*, *Family Circle*, or *Good Housekeeping*, and editors of the women's page in daily newspapers are invited to the preview.

For industrial equipment, technical systems, etc., the business-magazine and industry trade-paper editors will be asked.

This practice assures ample publicity in the respective publications, gives the editors an opportunity to print the news in advance of the general presentation to the dealers or to the public, and develops personal acquaintanceships between the editors and the company's public-relations staff.

Feature Stories Are Valuable: Another technique employed by aggressive publicity managers is to arrange for an exclusive feature story in a single magazine or business publication. Some publications, such as *Fortune* and *Business Week*, and others in the general field, like *Time*, *Newsweek* or *Look*, will send two or three men to interview the company executives as a basis for a feature article. The company supplies the interviewers with a generous supply of facts and figures to make the story as factual as possible. The article is written by the publication and must be exclusive, by advance agreement.

You Can Believe It!

AS LITTLE AS 2½ POUNDS OF IRON IN A MILLION GALLONS OF WATER IS ENOUGH TO CAUSE STAINING OF CHINA, PORCELAIN AND WASHABLE FABRICS.

THE AVERAGE WATER SUPPLY BRINGS OVER 70 LBS. OF DISSOLVED ROCK INTO THE HOME EVERY YEAR IN THE FORM OF WATER HARDNESS.

TO SOLVE THESE PROBLEMS, PRESENT WATER CONDITIONING EQUIPMENT, ACCORDING TO THE CULLIGAN WATER INSTITUTE, SOFTENS ENOUGH WATER EACH DAY TO FILL A ROW OF 8-OUNCE GLASSES REACHING TO THE MOON AND BACK, A DISTANCE OF 477,714 MILES.

INDUSTRY TOO, NEEDS HIGH QUALITY WATER. 800 GALLONS OF MINERAL-FREE WATER CAN MAKE THE DIFFERENCE BETWEEN FLYING A JET AIR LINER TO EUROPE OR MAKING AN EXPENSIVE REFUELING STOP. WATER INJECTION CAN INCREASE THE ALLOWABLE TAKE-OFF WEIGHT FROM 10 TO 18 ADDITIONAL TONS -- OR 9% TO 15% IN EXTRA PAY LOAD OR FUEL.

Cartoon releases offered by several publicity organizations are particularly welcomed by weekly publications.

Courtesy Derus Media Service

How to Write a Publicity Release: News announcements should be concise and factual in every respect; they may be as long as necessary to tell the story without useless detail or redundancy. Some releases have been as short as three lines; there was only one fact to give, and when it was given, period. Other announcements have covered several pages.

The first paragraph is all-important. The lead always deserves the greatest care in presenting the important facts tersely.

Naturally, releases should be grammatically correct and completely accurate in every respect. Photos should be identified, with descriptive captions attached to them.

The Role of Management in Public Relations: Fortunate is the publicity manager who has a public-relations-minded management, aware of the need to devote time and effort to the task.

Publications want to meet, interview, and quote top management executives to give authoritative emphasis to their stories. Many corporations have realized the importance of good public relations by bringing the directors of their public-relations departments into their confidence through participation in top-level policy meetings. Certainly, if advertising agency management is brought into company discussions of forward planning, how much more important it is for the public-relations department to take an active role in decision-making.

This is possible only if corporate management realizes that public relations can make a great and definite contribution toward achieving its goals.

Today, in a market-oriented economy, in a communications era with an unlimited potential, in a world in which electronic processes bring news instantaneously to millions of people, the publicity aspects of any promotional program transcend all other activities.

INTERNATIONAL SALES PROMOTION

INTERNATIONAL marketing, to those who are not familiar with it, is cloaked in mystery and framed in a complex of strange and unusual procedures. It does not take long, however, to become acquainted with the procedures of making overseas shipment or of handling the financial requirements of international selling. There are many agencies, governmental and private, to help. Once these become routine, the problem resolves itself into the fundamentals of sales promotion.

International marketing usually falls into three classifications. To begin with, sales are made to independent local distributors who maintain their own facilities for local distribution. They place orders for merchandise; payment is made through the banks with overseas correspondents or branches through letters of credit or sight drafts; and shipments are handled by freight forwarders who handle all the necessary details.

In fact, it is possible to sell overseas through independent export sales agencies, which pay for the merchandise in the U. S., obtain local distribution, and take care of all the shipping details. The U. S. Department of Commerce, the export trade papers and some of the larger international advertising agencies are very helpful in developing the necessary arrangements to bring the manufacturer and the importer together. Of course, the larger companies maintain their own export departments and do the entire job themselves.

In major overseas markets, import restrictions by local governments often lead to the establishment of manufacturing subsidiaries which import raw materials or technical components and do a local assembly job. These subsidiary companies become fairly autonomous, since they cannot depend on bringing in U. S. products in either finished or semiassembled form. In

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recent years, larger corporations with overseas manufacturing plants have been obliged to permit their subsidiaries to buy their requirements from company plants in a variety of countries. This multinational policy is justified on the ground that sales would otherwise be lost. In any event, it produces dividends which eventually return to the home country.

The third application of international marketing is through licensees. In this situation, where it is impossible to export from the U. S., and the formation of a subsidiary manufacturing company is not warranted because of costs, U. S. companies license local organizations to produce their products and use their trademark for a predetermined annual fee. Formerly known as a "royalty," this is now called a "technical assistance fee." In return, the American company provides management, technical, and marketing assistance to the local licensee.

Which of these three approaches is employed depends on the market. As a rule, manufacturing subsidiaries are organized in such countries as Canada, Mexico, Argentina, Brazil, and some of the large European markets.

Licensees are justified where imports are restricted and the market is too small to warrant the cost of organizing a subsidiary with its own manufacturing plant. This would apply to some of the smaller markets in Latin America, Europe, and the Far East. The major advantages of licensing are that it is less costly than building a plant and the U. S. manufacturer acquires a ready-built distributing organization.

In other countries, where there are few or no import restrictions, shipments are made directly from the U. S.

This diversification leads us to a consideration of the sales promotion policies which must be developed for each type of international marketing. The subsidiaries develop their own, they are on the scene and they frequently have products which differ from the parent organization's merchandise. The licensees, in many cases, have their own complete selling and advertising organizations; the products they introduce to the local market are not the same as the U. S. models, and, if they are, lag from one to two years behind schedule. That leaves the distributors who depend on direct shipments from the U. S.

The selection of the proper distributor will "make or break" the position of the manufacturer in any market. A brief checklist which may help to serve as a guide includes the following points:

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1. Character and reputation of owners.
2. Capital available.
3. Quality of organization.
4. Location and nature of quarters.
5. Territory to be covered.
6. Volume and quotas by products.
7. Market coverage (dealers or agents).
8. Dealer quotas.
9. Personnel.
10. Service facilities.
11. Display space.
12. Advertising and sales promotion.

One chief difference between export and domestic merchandising is the lack of dependable information in foreign areas on which to base sales objectives. Some countries have never taken a census! Population figures mean little anyway; it's purchasing power that counts. Most companies, of course, are guided by past performance, but this does not take into account the real market potentialities. Some organizations use the Department of Commerce figures, showing the total U. S. exports each month by individual product and country as a readily available and practical guide to sales performance. If a company obtains 5 per cent of the total domestic volume, it should have at least 5 per cent of the total exports of its industry to any country.

There are two types of advertising available to the American exporter interested in developing his foreign sales. The first is through the magazines and trade publications produced in various languages in the United States for circulation abroad.

The second, and perhaps the more important, is the local advertising through the publications and radio and TV stations in each country. The best method for doing this, and one which has been adopted by most experienced exporters, is the cooperative advertising plan.

Many versions of local cooperative advertising have been developed, but the best plan is one which includes the dealer as well as the distributor and the manufacturer. Under this plan, the dealer contributes half the cost of his local advertising, with the distributor and the manufacturer contributing 25 per cent. The manufacturer's contribution is limited by a percentage of his sales to the distributor. This may range anywhere from 2 to

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5 per cent of sales, depending on the product and other conditions. This contribution takes the form of a credit issued when the distributor submits a properly substantiated statement at the end of each month.

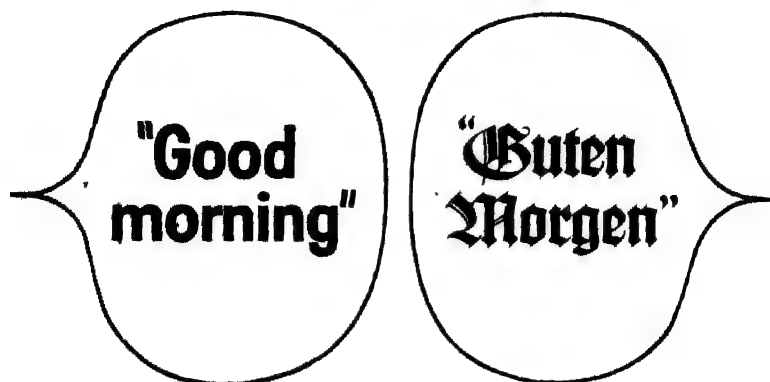


All the promotional media are used in international marketing. Walter Bopp (center) vice president, Philco Corporation, and general manager of its International Division, prepares to make the introductory comments in a film specially produced for overseas distributors and subsidiary companies.

The production and distribution of promotional materials for use abroad presents some complex problems. First, the local distributor is not inclined to pay for displays and literature, so he limits his orders to samples, or to very small quantities. This small-quantity factor increases the cost of printing material in foreign languages with the result that it is generally limited to Spanish editions.

Further, dependably accurate or perfect translations of copy into languages other than Spanish are rather difficult to obtain. This is due to several reasons. For example, French copy, written in France, is not fully acceptable in French-speaking Canada, because of many variations. Even Spanish, as spoken in one Latin American country, may vary in some respects from that

This may change...



but not this!

No matter where in the world you're stationed...Oxydol, the only detergent with green bleaching crystals, gives you a bleach-white, Oxydol-white wash every time.

Manufacturers wishing to reach the vast market created by U. S. servicemen and their families stationed overseas advertise in the military editions of U. S. publications. This advertisement appeared in the military edition of the Reader's Digest. Other publications with international editions are Time, Newsweek, Life, the New York Times, the New York Herald Tribune. A number of industries also have export-trade publications.

INTERNATIONAL SALES PROMOTION

in another. The Spanish word for radio-tube is different in each of five countries. The best way to ensure a good translation is to have it made in the country in which the material is to be used.

One solution to the problem is to authorize the local distributors to print their own material and include its cost in the manufacturers' cooperative advertising plan.

Overseas distributors are particularly fond of exhibits. Perhaps this may be due, in part at least, to lower literacy levels among consumers in many countries.

Foreign distributors are eager for promotional plans and selling ideas from the U. S., and many subscribe to American business publications and trade journals. When they visit their principals' offices in this country, one of their questions is: "What do you have in advertising and sales promotion?"

Regardless of the language differences, however, all the larger American corporations apply the full range of promotional techniques to their international merchandising and promotion. This includes not only literature, catalogs, and displays, but world-wide contests, special promotional campaigns, export house organs in English and Spanish editions, dealer meetings, sales training programs, and prize-trip incentives. International marketing and sales promotion, with its many distinct markets scattered throughout the world, and with its prospects for future growth, is a challenging area of business expansion and sales-stimulating activity.

COMPUTERS IN SALES PROMOTION

COMPUTERS are the greatest advance in marketing and advertising since the creation of the human mind, said Vincent M. Petrilli, vice-president of Young & Rubicam, Chicago, at the annual meeting of the eighth district, Advertising Federation of America.

Mr. Petrilli said computers ought to be described as relation machines, or "What will happen if I do?" machines.

"Very simply, what these machines have to offer is multiple-dimensional experimentation with the object of providing us with better questions to ask," he said.

"Dependent and interdependent marketing relationships are something we have never had a chance to investigate before. With computers we have begun to get the tools to think about marketing problems in a number of dimensions at the same time."

Washington researcher Stanley Foster Reed, in his remarks titled, "The Outlook for Computers in Direct Mail Promotion," at the Direct Mail Advertising Association annual conference in Washington, recently, said: "I've never seen an industry which could use computers better."

Here are some of the other comments which were made at the conference:

"I personally believe that the punched card is on the way out as an input device to computers—especially for direct mail.

"It seems to me entirely possible, with an elaborate shorthand, or abbreviations of commonly used words and phrases, that the input effort could be reduced to 25 per cent of that for the typing of the entire name and address.

"With our names in the computer, duplicates can easily be eliminated and names can be rearranged in any order, totaled

COMPUTERS IN SALES PROMOTION

by area of any of the other classifications that might be desired, depending on the depth of the coding.

"With our names in the computer, it is also possible to do some market analysis. You can set up yield criteria for your sales promotion targets so that when returns do come in, you can discover the low yield areas and search for the reasons.

"It might be possible to write individual letters to individual people, millions of them, and all the letters would be different.

"With the high-speed printer, it should be possible to put together a constant succession of new and different letters, to correlate the response with the characteristics of the person, and to optimize the mailings to people of a similar nature. I believe that if this were done in an actual mailing—say for a subscription campaign, it could have the effect of doubling the return from half the list, provided that the list is big enough.

"In a few years you will have line-printers in elite type that will be able to duplicate a typewritten letter exactly."

Quoting *The Philadelphia Inquirer*, computers will permeate and invade almost every field of human endeavor and they will particularly affect communications.

Communications is nothing more than the movement and transmission of information. Computers, like the human brain, can handle, process, manipulate, and correlate information.

The world of 1985 will find computers aiding in the diagnosis and care of patients in clinics and hospitals, the teaching of students in schools, the operation of manufacturing in factories, the presentation of legal arguments in court, the looking-up of information in libraries, the apprehension of criminals by police departments and the direction and control of traffic on land, on sea, and in the air.

Computers operate so swiftly they can handle many different tasks "at the same time." They perform their operations in microseconds (millionths of a second), an interval too short to be comprehended by man. One microsecond is to an hour as an hour is to a century.

Electronic Newspapers of the Future: The "newspaper" of the future may be electronic. Readers may get their news on a television screen or on a wall panel or on a private teleprinter, or on some combination of these.

One thing is certain: Computers will play a major role in the collection, editing, and distribution of news in 1985. Not only

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will they affect the nature of the final "news product" that the public sees, but computers will radically change the "internal workings" of newspapers and of radio and TV stations.

The Oklahoma Publishing Company's two newspapers, the *Daily Oklahoman* and the *Times*, will have a capacity for producing 24,000 lines of type per hour when installation of two small and powerful computers is completed.

Each of the computers can produce justified and hyphenated paper tape for automatic typesetting machines at up to 12,000 30-character lines an hour.

Robert B. Spahn, production manager of the newspapers, said the system is also being used for photocomposition, an application only recently developed. Similar to the linecasting operation, the teletype operator includes a series of short codes in the paper tape. These instructions are recognized by the computer which determines font, size, measure, and position of copy on film or paper. The punched tape is then fed directly to the photocomp machine.

Another feature of the computer is a new disk-storage device giving the computer direct access to any number of type fonts and to an "exception word" dictionary. This provides the computer with 99 per cent hyphenation accuracy.

The computer uses the new microelectronic circuits which operate at billionths-of-a-second speeds. It can perform as many as 120,000 additions in one second.

Among good examples of computer application to the preparation of editorial and sales promotion copy is the IBM Administrative Terminal System.

This system eliminates the tedious, repetitious steps of text preparation. Graphic reproduction specialists, writers, secretaries, and technicians can enter data or edit information by operating their own typewriters, which are on-line to a computer.

A writer can transmit his information directly from a keyboard to computer files. Data is held in accessible storage while he proofreads and edits what was typed on the printer as he transmitted his information. He can make editorial changes and they will be accommodated automatically in the stored data.

The system consists of a combination of operating programs, data-processing and related equipment, especially prepared to handle text. It will handle any combination of spaces, characters, words, sentences, or paragraphs in any sequence and entered at any period of time.

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The system stores information in the computer and, upon demand, returns the information automatically as typewritten data.

Some of its capabilities are: (a) to enter information through a typewriter keyboard; (b) to replace a word, phrase, or sentence in text which has been entered or recalled from storage; (c) add or delete lines or sentences; (d) copy information; (e) transmit information to any other terminal or to a card punch or magnetic tape; (f) store or retrieve any definite set of information, and (g) produce precisely formatted output from rough input, including such features as automatic page heading, footing, pagination, and right-margin justification.

The IBM Type Composition Program allows the computer to accept unjustified paper-tape input. This input not only contains the copy to be set, but also instructions telling how it is to appear on the printed page. The program then justifies and hyphenates the copy, and produces new tape for controlling the operation of linecasting equipment. The program is flexible enough to handle a wide variety of type fonts, formats, and column measures.

Since both copy and format definition instructions are combined on the input tape, the system must be able to distinguish between them. This is accomplished by a single character, the format instruction signifier, represented by the familiar dollar sign (\$). If this dollar sign is followed by an appropriate alphabetic character, the information that follows is interpreted as an instruction.

The instruction indicates how the basic program is to be modified to perform the function designated. Upon sensing the \$ signifier, the program is placed in a special operating mode, which interprets the instruction and performs the required modification.

Honeywell's STET-1 is a comprehensive typesetting system providing facilities for the layout, justification, and hyphenation of all types of copy for hot-metal linecasters. Running on a Series 200 computer, it simplifies and speeds up the setting of straight matter, classified copy, and tabular material.

Copy layout is specified by means of a set of easily-remembered messages. Special care was taken in the design of the messages so as to enable easy conversion from manual linecaster or conventional typesetting operation to keyboarding for the computer.

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Of course, computers will be valuable in marketing, research, and in controlling promotion expense.

AGB Research Ltd., a market research company which conducts two surveys in England, the Television Consumer Audit and the Home Audit, has installed a Honeywell 200 computer to analyze reactions of up to 50,000 consumers. The company has established a research and development department, which will use the computer in experimental programs to develop new market research techniques.

Instant Advertising Analysis: Sales executives of Schenley Industries have instant access to a complete breakdown of advertising, merchandising, and promotion expenditures on their brands in any of the country's trade areas.

The advertising data will be added to a recently installed two-way, computerized, data-reporting system, which links Schenley's offices with a computer memory drum in Bunker-Ramo Corporation's Telecenter.

With the system, Schenley personnel may punch a keyed code into a transmitter-receiver desk console and receive an answer from the Telecenter in less than a second. In addition to expenditures by brand, region and medium, the system also will provide comparable data for the previous year or an increment of the previous year.

A survey of computer utilization by Lionel D. Edie & Co., published in *Printers' Ink*, shows that the various systems and models range in monthly rental cost from less than \$1,000 to over \$100,000. National Cash Register competes significantly with low-end equipment; Burroughs, Control Data, General Electric, and Univac offer high-end equipment. The foregoing includes business, scientific, and combined-use computers. Typical monthly rental costs of computers offered by leading manufacturers are concentrated at between \$3,000 and \$30,000.

Regarding planned future installations, respondents to the Edie survey, excluding those who were undecided, indicated that more than 90 per cent of the computers would be rented.

Among the computer brands, RCA shows popularity in transportation and communication, General Electric in banking and insurance, and Univac in manufacturing. Other computer manufacturers appear to have concentrated installations in one or two segments of industry.

Computerized Mailing Lists: A good example of computerized mailing list selection and maintenance is afforded by R. L. Polk

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& Co. Ninety-five years old, employer of more than 8,000 persons, and international in scope, R. L. Polk & Co. furnishes business and industry with a wide range of services.

These include the publishing of more than 1,200 city directories, the compilation of statistics on new vehicle registrations and truck ownership for the automotive and allied industries, the semi-annual publication of *Polk's Bank Directory*, and complete direct-mail marketing services. The company also offers banks and savings associations syndicated promotion packages, and it publishes city guides and street maps.

Only recently the company's computer center was doubled in size to handle the increased volume of data-processing as Polk began converting its city directory production to magnetic tape.

A pioneer in electronic data-processing, Polk constantly has upgraded its electronic equipment to keep up with the ever-growing volume of information it must process.

Today the computer center includes an IBM 7010 computer system, two IBM 1460 computer systems, a Honeywell 200 system, and an Addressograph-Multigraph 960 printer, compatible with all systems and having a 1,000-line-a-minute capacity.

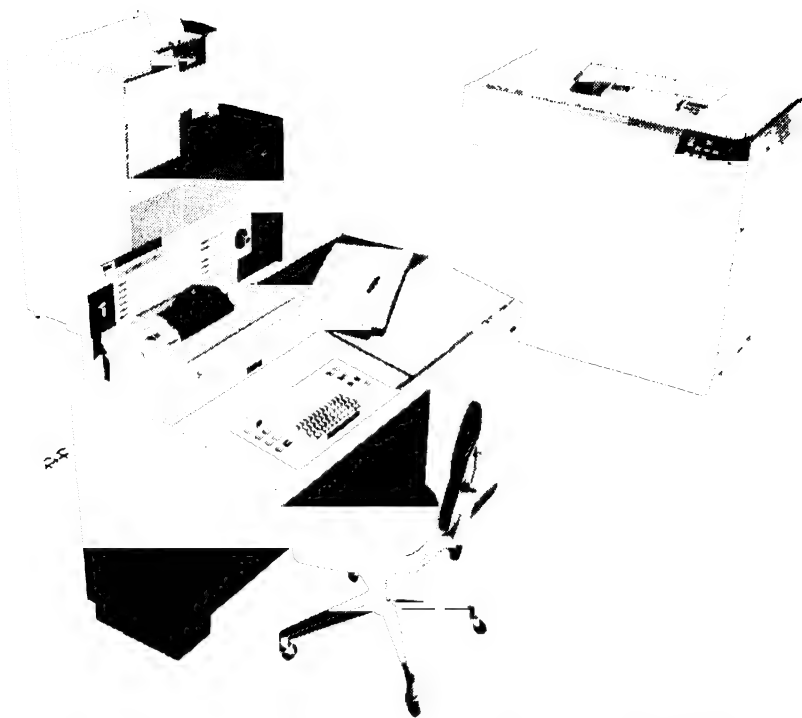
A chief function of the computers is to select from Polk's huge file of more than 70 million car owners those prospects identified by name, address, and make, year model, series, and body style of car owned. Selection also is available on America's truck owners on the basis of make, age, weight, and number of trucks owned.

Prospects also can be picked on the basis of where they live—even down to certain postal zones, census tracts, or dealer areas. Once the prospects are selected, their names and addresses are printed out for addressing mail advertisements.

The computerization of Polk's city directories has resulted in a new product—the Polk Household Census List. This is a mass-mail circulation ultimately to cover some 24 million households in those communities for which Polk publishes directories. The list now totals about eight million households and is being expanded at the rate of one million a month as directories are recomputed.

Clients using this list may select their prospects by such factors as occupation, size of family, age range of children, whether wife works, whether home is owned or rented and, finally, by economic quality of the neighborhood. Since most of Polk's city directories are recomputed annually, about 80 per cent of this list will be updated every year.

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Complete computer systems as compact as this are now available.

Many of the most widely used lists are maintained on magnetic tape and processed in the computer department.

What of the Future? We have seen how the computer has already made its presence felt in printing, in market research, and in mailing-list selection and maintenance. That is only the beginning. As with the desk-type photo copier, some day there will be a desk-type computer in every office. As more uses are found, more units produced, and new engineering developments facilitate manufacturing, prices will lower and markets widen.

Obviously, any device which can perform intricate tasks with such amazing speed will be increasingly applied throughout industry. Its economic effects are already visible in its use in automatic manufacturing. As a marketing tool, its future is practically unlimited. As a social instrument, it will surely create a different world through its applications in education, communications, travel, and the creation of leisure time.

APPENDIX

HOW REPRESENTATIVE COMPANIES ALLOCATE THEIR SALES PROMOTION DOLLARS

NOTE: These figures are revised every two years. Latest available data will be sent on request; address Editor, Dartnell Sales and Marketing Service, The Dartnell Corporation, 4660 Ravenswood Avenue, Chicago, Illinois 60640.

How Representative Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS	Method of Distribution	PERCENT ALLOCATION OF EXPENDITURES															
		(1) Administration	(2) General Advertising	(3) Trade Advertising	(4) Dealer Meetings	(5) Demonstrations	(6) Conventions and Fairs	(7) Sampling	(8) Customer Service Publications	(9) Local Advertising	(10) Window Displays	(11) Store Signs and Displays	(12) Advertising Specialties	(13) Price Lists and Catalogs	(14) Sales Manuals and Portfolios	(15) Training Personnel Dealer	(16) Misc. From Other Material
Air Conditioning	<i>a w</i>	3		15	15		10	10					1		35	15	
Aircraft Engines	<i>d</i>		5	20			10							1	20		10
Animal Health Products	<i>d r w</i>	34	3	38													
Animal Health Products	<i>r, w</i>	2	30	5		5	5	11	10	2	9	2	3	3	5	3	5
Apparel—Men	<i>r</i>	3	52	7		8			8		5		1	4	2		5
Apparel—Women	<i>r</i>	1	40	10		5								25		15	5
Automotive Accessories	<i>r</i>		85	2					1	3				4	8		7
Automotive Vehicles	<i>r</i>	3	7	22		4		2	19	4	3	1	10	1			3
Ball Point Pens	<i>w</i>	5	4	20		1	5	3	4	2	2	1	20	5	5	1	9
Boats	<i>r</i>	3	8	16		15		2	15		5	4	17	3	3	5	5
Building Materials	<i>d w</i>	65		35		3		3						5	1		5
Chemicals	<i>a</i>	1	16	56		3						1	24				
Chemical Fertilizers	<i>w</i>	4	10	50		5						5		4			5
Chemical Products	<i>a d</i>	2	16	2		3	1							14	6		
Chemical Specialties	<i>w</i>	10		40		10	5		2			4		3			10
Chemical Specialties	<i>a d r w</i>	3		50		15		10					15				10
Commercial Feed	<i>r</i>	1	20	9		4	1	8	19	28	5	3	7	6	1	3	2
Condiments...	<i>a r w</i>	10	75			1	1	1	2	1	20					1	5
Consumer Products	<i>a d r w</i>	5	5	14		6			11		23	5	10	3	...		1
Correspondence School	<i>a d</i>	20	10	20			15							4	2	8	

a—Agents; d—Direct Users; r—Retailers; w—Wholesalers.

How Representative Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS	Method of Distribution	Percent of Sales for Promotional Expenditures	PERCENT ALLOCATION OF EXPENDITURES													(15) Training Dealer	(16) Sales Material
			(1) Administration	(2) General Advertising	(3) Trade Advertising	(4) Dealer Meetings	(5) Store Demonstrations	(6) Conventions and Fairs	(7) Sampling	(8) Customer Service Publications	(9) Cooperative Local Advertising	(10) Window Displays	(11) Store Signs and Displays	(12) Advertising Specialties	(13) Price Labels and Coupons	(14) Sales Material and Portfolios	
Cutlery	r	3	7					10	3			5	40		15	15	5
Dairy Products	z	4	3	87	5							30	31			4	9
Distilled Spirits	r		19														
Drugs—Veterinary	d z	3	9	18	26			1		10			1	5	4	10	20
Electric Motors	d	6	4		57	17		12		4		8		8	10	17	8
Electrical Controls	z		12	12	37	5		3		1			2	14	17	5	7
Electrical Fittings	z	2	12	2	25	5		10	3			1	1	25	5	5	5
Electrical Supplies	w	1	1	22	22	20		10		1				27	1	17	1
Electron Power Tubes	a d z	1	15	45				10						5	10		15
Electronic Components	a d	1	22	2	45			12						8	3	4	5
Electronic Instruments	a d	3	33	33													1
Feed Seed Fertilizers	a	5	15	30	30			1					5	3		1	5
Fertilizers	d r z	1	20	20				5		20		10	20	10		5	10
Fertilizers	r z	5	10	62				1		5		1	2	2	1	5	20
Fish Processing	r z	1	5	10													
Fishing Tackle	z	11	22	45	4								2	3	20		
Flour and Cereals	r z	18		83				4	2				17				
Furniture—Office	r	1	15	20	5												10
Furniture—School	a r z	1	13	40	18	1		2				2		5	10	1	2
General Consumer—Merchandise	a	9	5	2													45

a—Agents, d—Direct Users, r—Retailers, w—Wholesalers

How Representative Companies Spend Their Sales Promotion Dollars

PERCENT ALLOCATION OF EXPENDITURES

LINE OF BUSINESS	Method of Distribution	Percent of Sales for Promotional Expenditures	(1) Administration	(2) General Advertising	(3) Trade Advertising	(4) Dealer Meetings	(5) Store Demonstrations	(6) Conventions and Fairs	(7) Sampling	(8) Customer Service Publications	(9) Advertising Local	(10) Window Displays	(11) Store Signs and Displays	(12) Advertising Specialties	(13) Price Labels and Catalogs	(14) Sales Manuals and Portfolios	(15) Training Dealer Personnel	(16) Mail Literature and Other Material
Heating Equipment	r	5	8	10	5	5	3	3	4	5	7	5	6	4	10	12	6	7
Heating Equipment	a	1	7	6	14	9	3	1		10	8	1	1	7	17	2	5	7
Home Study Education	a d	46		45						30						20		
Hose and Fittings	d a	1	12	30	1			5		5	3				2		1	40
Household Moving	a d	17	2	50						5	20			3		10		10
Household Products	r a	20	8	85	1			08	5		05							02
Importer—Foreign Cars	r a			60		3		6		4	20		3		3	1		
Industrial Lighting	a	2	5	20	20	4		5	1						30	10		5
Industrial Writing Tools	r	3	3	50				5	16	6				3	8	3		3
Insurance, Life	a	5	5	2	3	30		5		10		5		2	25		5	8
Jewel Accessories	r	6	8	10	5						44		7		7			
Jewelry	d a	3	1	29	20			3	2		5		7	2	25	1		3
Linings	a d, r	3	5	55			5	5				5				5		15
Loading Equipment	d a	3		67	9			2			9				10	2		1
Meters	a	16	23	40	5			13						4	4	4	5	2
Paint	a	3	13	18				1		2		1	2	5	38	1		23
Paint	r, a	4	7	55			5	1			14	2	5	5	1	1	5	7
Poultry	a	1		33				19					5	3	16	2		27
Power Transmission	a	1		45	3			10		2	2		2	1	30	1		4
Produce	r	15	10	10			5	2					54	1		3		

a—Agents; d—Direct Users; r—Retailers; w—Wholesalers

How Representative Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS	Method of Distribution	Percent of Sales for Promotional Expenditures	PERCENT ALLOCATION OF EXPENDITURES															(19) Other Material and Misc. From Literature and
			(1) Administration	(2) General Advertising	(3) Trade Advertising	(4) Dealer Meetings	(5) Store Demonstrations	(6) Conventions and Fairs	(7) Sampling	(8) Customer Service Publications	(9) Cooperative Local Advertising	(10) Window Displays	(11) Store Signs and Displays	(12) Advertising Specialties	(13) Catalogs and Price Lists	(14) Sales Manuals and Portfolios	(15) Training Dealer Personnel	
Publisher—Books	d	6		40	30									25	5			
Publisher—Subscription Books	a	5	25	50											20			
Pumps	r	15	10	40							3	2	25	15	20			
Security Services	d	1	5	70	5								2	3	5			
Supplier—Janitorial		5	10	60		10									20			
Supplies—Office	d	—	20	50	4	8									5	10	5	
Shoes	r	1	20	50	5	25						10	5	15	5			
Shoes	r	5	10	56	15						34	8	18	5	22			
Shoes	d	20	20									5		60	24			
Shoes	a	15		25										55	6		8	
Signs	a	1	50	26									10	25	5	2	10	
Silverware	r	2	25							5	10	10	5	3	2			
Tires	r	1	4									5		15	5		25	
Tools—Machine	a	15	12		45						25		01	30				
Tools—Mechanics	a	5		30	30									30				
Tons	r	5			45									45				
Travel—Steamship	a	9		60	10						10		5	5	10		10	
Trucking	a	1	7	50	15			1	2	13			12	2	6	20	2	
Vacuum Cleaners	a	2	50			4		1										
Wire—Copper	d	2		34										34			5	

a—Agents; d—Direct Users, r—Retailers; 50—Wholesalers.

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